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(c) MCO 3400.3F  
(d) MCO 3500.27B W/Erratum  
(e) MCRP 3-0A  
(f) MCRP 3-0B  
(g) MCO 1553.2A

1. Purpose. Per reference (a), this T&R Manual establishes Core Capability Mission Essential Tasks (METs) for readiness reporting and required events for standardized training of Marines and Navy personnel assigned to perform public affairs functions. Additionally, it provides tasking for formal schools preparing personnel for service in Marine Corps Public Affairs field.

2. Scope

a. The Core Capability Mission Essential Task List (METL) in this manual is used in Defense Readiness Reporting System (DRRS) by the Marine Corps Signals Intelligence Community for the assessment and reporting of unit readiness. Units achieve training readiness for reporting in DRRS by gaining and sustaining proficiency in the training events in this manual at both collective (unit) and individual levels.

b. Per reference (b), commanders will conduct an internal assessment of the unit's ability to execute each MET, and develop long-, mid-, and short-range training plans to sustain proficiency in each MET. Training plans will incorporate these events to standardize training and provide objective assessment of progress toward attaining combat readiness. Commanders will keep records at the unit and individual levels to record training achievements, identify training gaps, and document objective assessments of readiness associated with training Marines. Commanders will use reference (c) to incorporate nuclear, biological, and chemical defense training into training plans and reference (d) to integrate operational risk management. References (e) and (f) provide amplifying information for effective planning and management of training within the unit.

c. Formal school and training detachment commanders will use references (a) and (g) to ensure programs of instruction meet skill training requirements established in this manual, and provide career-progression

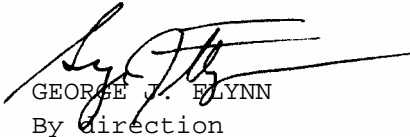
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training in the events designated for initial training in the formal school environment.

3. Information. Commanding General, Training and Education Ccommand will update this T&R Manual as necessary to provide current and relevant training standards to commanders, and to ensure a current Core Capabilities METL is available for use in DRRS by the Marine Corps Signals Intelligence Community. All questions pertaining to the Marine Corps Ground T&R Program and Unit Training Management should be directed to: Commanding General, TECOM (Ground Training Branch C 469), 1019 Elliot Road, Quantico, VA 22134.

4. Command. This Directive is applicable to the Marine Corps Total Force.

5. Certification. Reviewed and approved this date.



GEORGE J. ELYNN  
By direction

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SHORT TITLE T&R MANUAL

TABLE OF CONTENTS

CHAPTER

1 . . . . . OVERVIEW

2 . . . . . MISSION ESSENTIAL TASKS MATRIX

3 . . . . . COLLECTIVE EVENTS

4 . . . . . INDIVIDUAL EVENTS MOS 4302

5 . . . . . INDIVIDUAL EVENTS MOS 4313

6 . . . . . INDIVIDUAL EVENTS MOS 4341

APPENDICES

A . . . . . ACRONYMS AND ABBREVIATIONS

B . . . . . TERMS AND DEFINITIONS

C . . . . . REFERENCES

PA T&R MANUAL

CHAPTER 1

OVERVIEW

	<u>PARAGRAPH</u>	<u>PAGE</u>
INTRODUCTION. . . . .	1001	1-2
UNIT TRAINING . . . . .	1002	1-2
UNIT TRAINING MANAGEMENT. . . . .	1003	1-3
SUSTAINMENT AND EVALUATION OF TRAINING. . . . .	1004	1-3
ORGANIZATION. . . . .	1005	1-4
T&R EVENT CODING. . . . .	1006	1-4
COMBAT READINESS PERCENTAGE. . . . .	1007	1-5
EVALUATION-CODED (E-CODED) EVENTS . . . . .	1008	1-6
CRP CALCULATION . . . . .	1009	1-6
T&R EVENT COMPOSITION . . . . .	1010	1-7
NBC TRAINING. . . . .	1011	1-9
NIGHT TRAINING. . . . .	1012	1-10
OPERATIONAL RISK MANAGEMENT (ORM) . . . . .	1013	1-10
MARINE CORPS GROUND T&R PROGRAM . . . . .	1014	1-10

PA T&R MANUAL

CHAPTER 1

OVERVIEW

**1001. INTRODUCTION**

1. The T&R Program is the Corps' primary tool for planning, conducting and evaluating training, and assessing training readiness. Subject Matter Experts (SMEs) from the operating forces developed core capability Mission Essential Task Lists (METLs) for ground communities derived from the Marine Corps Task List (MCTL). T&R Manuals are built around these METLs and all events contained in T&R Manuals relate directly to this METL. This comprehensive T&R Program will help to ensure the Marine Corps continues to improve its combat readiness by training more efficiently and effectively. Ultimately, this will enhance the Marine Corps' ability to accomplish real-world missions.

2. The T&R Manual contains the individual and collective training requirements to prepare the Public Affairs Community to accomplish their mission. The T&R Manual is not intended to be an encyclopedia that contains every minute detail of how to accomplish training. Instead, it identifies the minimum standards that Marines must be able to perform in their MOS. The T&R Manual is a fundamental tool for commanders to build and maintain unit readiness. Using this tool, leaders can construct and execute an effective training plan that supports the unit's METL. More detailed information on the Marine Corps Ground T&R Program is found in reference (a).

**1002. UNIT TRAINING**

1. The training of Marines to perform as an integrated unit in combat lies at the heart of the T&R program. Unit and individual readiness are directly related. Individual training and the mastery of individual core skills serve as the building blocks for unit readiness. A Marine's ability to perform critical skills required is essential. However, it is not necessary to have all individuals within a unit fully trained in order for that organization to accomplish its assigned tasks. Manpower shortfalls, temporary assignments, leave, or other factors outside the commander's control, often affect the ability to conduct individual training. During these periods, unit readiness is enhanced if emphasis is placed on the individual training of Marines on-hand. Subsequently, these Marines will be mission ready and capable of executing as part of a team when the full complement of personnel is available.

2. Commanders will ensure that all tactical training is focused on their combat mission. The T&R Manual is a tool to help develop the unit's training plan. In most cases, unit training should focus on achieving unit proficiency in the core capabilities METL. However, commanders will adjust their training focus to support METLs associated with a major OPLAN/CONPLAN or named operation as designated by their higher commander and reported accordingly in the Defense Readiness Reporting System (DRRS). Tactical

training will support the METL in use by the commander and be tailored to meet T&R standards. Commanders at all levels are responsible for effective training. The conduct of training in a professional manner consistent with Marine Corps standards cannot be over emphasized.

3. Commanders will provide personnel the opportunity to attend formal and operational level courses of instruction as required by this Manual. Attendance at all formal courses must enhance the warfighting capabilities of the unit as determined by the unit commander.

### **1003. UNIT TRAINING MANAGEMENT**

1. Unit Training Management (UTM) is the application of the Systems Approach to Training (SAT) and the Marine Corps Training Principles. This is accomplished in a manner that maximizes training results and focuses the training priorities of the unit in preparation for the conduct of its wartime mission.

2. UTM techniques, described in references (b) and (e), provide commanders with the requisite tools and techniques to analyze, design, develop, implement, and evaluate the training of their unit. The Marine Corps Training Principles, explained in reference (b), provide sound and proven direction and are flexible enough to accommodate the demands of local conditions. These principles are not inclusive, nor do they guarantee success. They are guides that commanders can use to manage unit-training programs. The Marine Corps training principles are:

- Train as you fight
- Make commanders responsible for training
- Use standards-based training
- Use performance-oriented training
- Use mission-oriented training
- Train the MAGTF to fight as a combined arms team
- Train to sustain proficiency
- Train to challenge

3. To maintain an efficient and effective training program, leaders at every level must understand and implement UTM. Guidance for UTM and the process for establishing effective programs are contained in references (a) through (g).

### **1004. SUSTAINMENT AND EVALUATION OF TRAINING**

1. The evaluation of training is necessary to properly prepare Marines for their mission. Evaluations are either formal or informal, and performed by members of the unit (internal evaluation) or from an external command (external evaluation).

2. Marines are expected to maintain proficiency in the training events for their MOS at the appropriate grade or billet to which assigned. Leaders are responsible for recording the training achievements of their Marines. Whether it involves individual or collective training events, they must ensure proficiency is sustained by requiring retraining of each event at or

before expiration of the designated sustainment interval. Performance of the training event, however, is not sufficient to ensure readiness. Leaders at all levels must evaluate the performance of their Marines and the unit as they complete training events, and only record successful accomplishment of training based upon the evaluation. The goal of evaluation is to ensure that correct methods are employed to achieve the desired standard, or the Marines understand how they need to improve in order to attain the standard. Leaders must determine whether credit for completing a training event is recorded if the standard was not achieved. While successful accomplishment is desired, debriefing of errors can result in successful learning that will allow ethical recording of training event completion. Evaluation is a continuous process that is integral to training management and is conducted by leaders at every level and during all phases of planning and the conduct of training. To ensure training is efficient and effective, evaluation is an integral part of the training plan. Ultimately, leaders remain responsible for determining if the training was effective.

3. The purpose of formal and informal evaluation is to provide commanders with a process to determine a unit's/Marine's proficiency in the tasks that must be performed. Informal evaluations are conducted during every training evolution. Formal evaluations are often scenario-based, focused on the unit's METs, based on collective training standards, and usually conducted during higher-level collective events. References (a) and (f) provide further guidance on the conduct of informal and formal evaluations using the Marine Corps Ground T&R Program.

#### **1005. ORGANIZATION**

1. T&R Manuals are organized in one of two methods: unit-based or community-based. Unit-based T&R Manuals are written to support a type of unit (Infantry, Artillery, Tanks, etc.) and contain both collective and individual training standards. Community-based are written to support an Occupational Field, a group of related Military Occupational Specialties (MOSs), or billets within an organization (EOD, Intel, Personnel Administration, etc.), and usually only contain individual training standards. T&R Manuals are comprised of chapters that contain unit METs, collective training standards (CTS), and individual training standards (ITS) for each MOS, billet, etc.

2. The Public Affairs T&R Manual is an individual-based manual comprised of 6 chapters. Chapter 2 lists the Core Capability METs. Chapter 3 list collective events and chapters 4 through 6 contain individual events organized by MOS.

#### **1006. T&R EVENT CODING**

1. T&R events are coded for ease of reference. Each event has a 4-4-4-digit identifier. The first four digits are referred to as a "community" and represent the unit type or occupation (PUBA, 4302, 4313, etc.). The second four digits represent the functional or duty area (DISS, PROD, TRNG, etc.). The last four digits represent the level and sequence of the event.

2. The T&R levels are illustrated in Figure 1. An example of the T&R coding used in this Manual is shown in Figure 2.

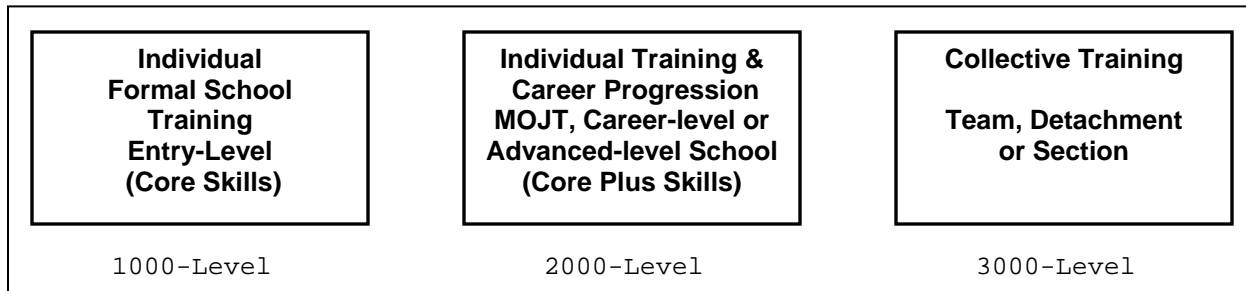


Figure 1: T&R Event Levels

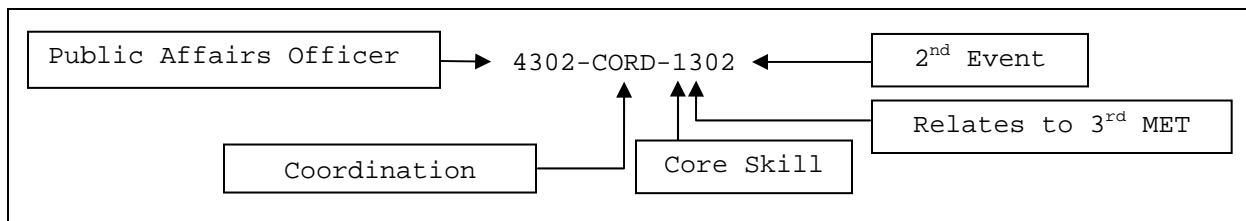


Figure 2: T&R Event Coding

#### 1007. COMBAT READINESS PERCENTAGE

1. The Marine Corps Ground T&R Program includes processes to assess readiness of units and individual Marines. Every unit in the Marine Corps maintains a basic level of readiness based on the training and experience of the Marines in the unit. Even units that never trained together are capable of accomplishing some portion of their missions. Combat readiness assessment does not associate a quantitative value for this baseline of readiness, but uses a "Combat Readiness Percentage", as a method to provide a concise descriptor of the recent training accomplishments of units and Marines.

2. Combat Readiness Percentage (CRP) is the percentage of required training events that a unit or Marine accomplishes within specified sustainment intervals.

3. In unit-based T&R Manuals, unit combat readiness is assessed as a percentage of the successfully completed and current (within sustainment interval) key training events called "Evaluation-Coded" (E-Coded) Events. E-Coded Events and unit CRP calculation are described in follow-on paragraphs. CRP achieved through the completion of E-Coded Events is directly relevant to readiness assessment in DRRS.

4. Individual combat readiness, in both unit-based and community-based T&R Manuals, is assessed as the percentage of required individual events in which a Marine is current. This translates as the percentage of training events for his/her MOS and grade (or billet) that the Marine successfully completes within the directed sustainment interval. Individual skills are developed through a combination of 1000-level training (entry-level formal school courses), individual on-the-job training in 2000-level events, and follow-on

formal school training. Skill proficiency is maintained by retraining in each event per the specified sustainment interval.

#### **1008. EVALUATION-CODED (E-CODED) EVENTS**

1. Unit-type T&R Manuals can contain numerous unit events, some for the whole unit and others for integral parts that serve as building blocks for training. To simplify training management and readiness assessment, only collective events that are critical components of a mission essential task (MET), or key indicators of a unit's readiness, are used to generate CRP for a MET. These critical or key events are designated in the T&R Manual as Evaluation-Coded (E-Coded) events. Formal evaluation of unit performance in these events is recommended because of their value in assessing combat readiness. Only E-Coded events are used to calculate CRP for each MET.
2. The use of a METL-based training program allows the commander discretion in training. This makes the T&R Manual a training tool rather than a prescriptive checklist.

#### **1009. CRP CALCULATION**

1. Collective training begins at the 3000 level (team, detachment, section or equivalent). Unit training plans are designed to accomplish the events that support the unit METL while simultaneously sustaining proficiency in individual core skills. This is done to assist commanders in prioritizing the training toward the METL, taking into account resource, time, and personnel constraints.
2. Unit CRP increases after the completion of E-Coded events. The number of E-Coded events for the MET determines the value of each E-Coded event. For example, if there are 4 E-Coded events for a MET, each is worth 25% of MET CRP. MET CRP is calculated by adding the percentage of each completed and current (within sustainment interval) E-Coded training event. The percentage for each MET is calculated the same way and all are added together and divided by the number of METS to determine unit CRP. For ease of calculation, we will say that each MET has 4 E-Coded events, each contributing 25% towards the completion of the MET. If the unit has completed and is current on three of the four E-Coded events for a given MET, then they have completed 75% of the MET. The CRP for each MET is added together and divided by the number of METS to get unit CRP; unit CRP is the average of MET CRP.

For Example:

MET 1:	75% complete	(3 of 4 E-Coded events trained)
MET 2:	100% complete	(6 of 6 E-Coded events trained)
MET 3:	25% complete	(1 of 4 E-Coded events trained)
MET 4:	50% complete	(2 of 4 E-Coded events trained)
MET 5:	75% complete	(3 of 4 E-Coded events trained)

To get unit CRP, simply add the CRP for each MET and divide by the number of METS:

MET CRP:  $75 + 100 + 25 + 50 + 75 = 325$

Unit CRP:  $325 \text{ (total MET CRP)} / 5 \text{ (total number of METS)} = 65\%$

#### 1010. T&R EVENT COMPOSITION

1. This section explains each of the components of a T&R event. These items are included in all events in each T&R Manual.

a. Event Code (see Sect 1006). The event code is a 4-4-4 character set. For individual training events, the first 4 characters indicate the occupational function. The second 4 characters indicate functional area (TAC, CBTS, VOPS, etc.). The third 4 characters are simply a numerical designator for the event.

b. Event Title. The event title is the name of the event.

c. E-Coded. This is a "yes/no" category to indicate whether or not the event is E-Coded. If yes, the event contributes toward the CRP of the associated MET. The value of each E-Coded event is based on number of E-Coded events for that MET. Refer to paragraph 1008 for detailed explanation of E-Coded events.

d. Supported MET(s). List all METs that are supported by the training event.

e. Sustainment Interval. This is the period, expressed in number of months, between evaluation or retraining requirements. Skills and capabilities acquired through the accomplishment of training events are refreshed at pre-determined intervals. It is essential that these intervals are adhered to in order to ensure Marines maintain proficiency.

f. Billet. Individual training events may contain a list of billets within the community that are responsible for performing that event. This ensures that the billet's expected tasks are clearly articulated and a Marine's readiness to perform in that billet is measured.

g. Grade. Each individual training event will list the rank(s) at which Marines are required to learn and sustain the training event.

h. Initial Training Setting. For Individual T&R Events only, this specifies the location for initial instruction of the training event in one of three categories (formal school, managed on-the-job training, distance learning). Regardless of the specified Initial Training Setting, any T&R event may be introduced and evaluated during managed on-the-job training.

(1) "FORMAL" - When the Initial Training Setting of an event is identified as "FORMAL" (formal school), the appropriate formal school or training detachment is required to provide initial training in the event. Conversely, formal schools and training detachments are not authorized to provide training in events designated as Initial Training Setting "MOJT" or

"DL." Since the duration of formal school training must be constrained to optimize Operating Forces' manning, this element provides the mechanism for Operating Forces' prioritization of training requirements for both entry-level (1000-level) and career-level (2000-level) T&R Events. For formal schools and training detachments, this element defines the requirements for content of courses.

(2) "DL" - Identifies the training event as a candidate for initial training via a Distance Learning product (correspondence course or MarineNet course).

(3) "MOJT" - Events specified for Managed On-the-Job Training are to be introduced to Marines, and evaluated, as part of training within a unit by supervisory personnel.

i. Event Description. Provide a description of the event purpose, objectives, goals, and requirements. It is a general description of an action requiring learned skills and knowledge (e.g. Camouflage the M1A1 Tank).

j. Condition. Describe the condition(s), under which tasks are performed. Conditions are based on a "real world" operational environment. They indicate what is provided (equipment, materials, manuals, aids, etc.), environmental constraints, conditions under which the task is performed, and any specific cues or indicators to which the performer must respond. When resources or safety requirements limit the conditions, this is stated.

k. Standard. The standard indicates the basis for judging effectiveness of the performance. It consists of a carefully worded statement that identifies the proficiency level expected when the task is performed. The standard provides the minimum acceptable performance parameters and is strictly adhered to. The standard for collective events is general, describing the desired end-state or purpose of the event. While the standard for individual events specifically describe to what proficiency level in terms of accuracy, speed, sequencing, quality of performance, adherence to procedural guidelines, etc., the event is accomplished.

l. Event Components. Describe the actions composing the event and help the user determine what must be accomplished and to properly plan for the event.

m. Prerequisite Events. Prerequisites are academic training or other T&R events that must be completed prior to attempting the task. They are lower-level events or tasks that give the individual/unit the skills required to accomplish the event. They can also be planning steps, administrative requirements, or specific parameters that build toward mission accomplishment.

n. Chained Events. Collective T&R events are supported by lower-level collective and individual T&R events. This enables unit leaders to effectively identify subordinate T&R events that ultimately support specific mission essential tasks. When the accomplishment of any upper-level events, by their nature, result in the performance of certain subordinate and related events, the events are "chained." The completion of chained events will

update sustainment interval credit (and CRP for E-Coded events) for the related subordinate level events.

o. Related Events. Provide a list of all Individual Training Standards that support the event.

p. References. The training references are utilized to determine task performance steps, grading criteria, and ensure standardization of training procedures. They assist the trainee in satisfying the performance standards, or the trainer in evaluating the effectiveness of task completion. References are also important to the development of detailed training plans.

q. Distance Learning Products (IMI, CBT, MCI, etc.). Include this component when the event can be taught via one of these media methods vice attending a formal course of instruction or receiving MOJT.

r. Support Requirements. This is a list of the external and internal support the unit and Marines will need to complete the event. The list includes, but is not limited to:

- Range(s)/Training Area
- Ordnance
- Equipment
- Materials
- Other Units/Personnel
- Other Support Requirements

s. Miscellaneous. Provide any additional information that assists in the planning and execution of the event. Miscellaneous information may include, but is not limited to:

- Admin Instructions
- Special Personnel Certifications
- Equipment Operating Hours
- Road Miles

2. Community-based T&R manuals have several additional components not found in unit-based T&R manuals. These additions do not apply to this T&R Manual.

## **1011. NBC TRAINING**

1. All personnel assigned to the operating force must be trained in nuclear, biological, and chemical defense (NBCD), in order to survive and continue their mission in this environment. Individual proficiency standards are defined as survival and basic operating standards. Survival standards are those that the individual must master in order to survive NBC attacks. Basic operating standards are those that the individual, and collectively the unit, must perform to continue operations in an NBC environment.

2. In order to develop and maintain the ability to operate in an NBC environment, NBCD training is an integral part of the training plan and events in this T&R Manual. Units should train under NBC conditions whenever possible. Per reference (c), all units must be capable of accomplishing their assigned mission in a contaminated environment.

#### **1012. NIGHT TRAINING**

1. While it is understood that all personnel and units of the operating force are capable of performing their assigned mission in "every climate and place," current doctrine emphasizes the requirement to perform assigned missions at night and during periods of limited visibility. Basic skills are significantly more difficult when visibility is limited.

2. To ensure units are capable of accomplishing their mission they must train under the conditions of limited visibility. Units should strive to conduct all events in this T&R Manual during both day and night/limited visibility conditions. When there is limited training time available, night training should take precedence over daylight training, contingent on individual, crew, and unit proficiency.

#### **1013. OPERATIONAL RISK MANAGEMENT (ORM)**

1. ORM is a process that enables commanders to plan for and minimize risk while still accomplishing the mission. It is a decision making tool used by Marines at all levels to increase operational effectiveness by anticipating hazards and reducing the potential for loss, thereby increasing the probability of a successful mission. ORM minimizes risks to acceptable levels, commensurate with mission accomplishment.

2. Commanders, leaders, maintainers, planners, and schedulers will integrate risk assessment in the decision-making process and implement hazard controls to reduce risk to acceptable levels. Applying the ORM process will reduce mishaps, lower costs, and provide for more efficient use of resources. ORM assists the commander in conserving lives and resources and avoiding unnecessary risk, making an informed decision to implement a course of action (COA), identifying feasible and effective control measures where specific measures do not exist, and providing reasonable alternatives for mission accomplishment. Most importantly, ORM assists the commander in determining the balance between training realism and unnecessary risks in training, the impact of training operations on the environment, and the adjustment of training plans to fit the level of proficiency and experience of Sailors/Marines and leaders. Further guidance for ORM is found in references (b) and (d).

#### **1014. MARINE CORPS GROUND T&R PROGRAM**

1. The Marine Corps Ground T&R Program continues to evolve. The vision for Ground T&R Program is to publish a T&R Manual for every readiness-reporting unit so that core capability METs are clearly defined with supporting collective training standards, and to publish community-based T&R Manuals for all occupational fields whose personnel augment other units to increase their combat and/or logistic capabilities. The vision for this program includes plans to provide a Marine Corps training management information system that enables tracking of unit and individual training accomplishments by unit commanders and small unit leaders, automatically computing CRP for both units and individual Marines based upon MOS and rank (or billet). Linkage of T&R Events to the Marine Corps Task List (MCTL), through the core capability METs, has enabled objective assessment of training readiness in the DRRS.

2. DRRS measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense. With unit CRP based on the unit's training toward its METs, the CRP will provide a more accurate picture of a unit's readiness. This will give fidelity to future funding requests and factor into the allocation of resources. Additionally, the Ground T&R Program will help to ensure training remains focused on mission accomplishment and that training readiness reporting is tied to units' METLs.

PA T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

	<u>PARAGRAPH</u>	<u>PAGE</u>
PUBLIC AFFAIRS MISSION ESSENTIAL TASKS MATRIX. . . . .	2000	2-2

PA T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

**2000. PUBLIC AFFAIRS MISSION ESSENTIAL TASKS MATRIX.** The Mission Essential Task List (METL) Table includes the designated MET number. The following event codes are the evaluation coded events that support the MET.

<b>MET 1. Advise Commanders and Staff, Associated Commands, and Coalition Partners on Public Affairs Across the Range of Military Activities and Operations</b>	
PUBA-PLAN-3101	Establish the Public Affairs capabilities
<b>MET 2. Provide Information to Internal and External Audiences</b>	
PUBA-ANYS-3201	Monitor web site content
PUBA-CORD-3202	Conduct broadcast operations
PUBA-PROD-3203	Produce an internal print publication
PUBA-PROD-3204	Negotiate a commercial enterprise contract
<b>MET 3. Communicate and Assist Civilian Media and Other Information Agencies in Coordinating Print, Broadcast, and Web-based Products</b>	
PUBA-CORD-3301	Support media requests
PUBA-CORD-3302	Manage media embed program
PUBA-CORD-3303	Coordinate media airlift
PUBA-CORD-3304	Coordinate a press briefing
<b>MET 4. Conduct Community Relations Programs</b>	
PUBA-CORD-3401	Support community relations events
PUBA-CORD-3402	Facilitate volunteer opportunities
PUBA-CORD-3403	Conduct installation tours
PUBA-CORD-3404	Work with Peacetime Wartime Support Teams (PWST)
<b>MET 5. Provide Public Affairs Guidance (PAG) for Military Activities and Operations</b>	
	No linked collective events
<b>MET 6. Insert PA Across the Range of Military Activities and Operational Planning</b>	
PUBA-ANYS-3601	Conduct media analysis
PUBA-DISS-3602	Transmit imagery
PUBA-CORD-3603	Facilitate media engagements and opportunities
<b>MET 7. Administer Media/Market/Advertising Initiatives</b>	
PUBA-PROD-3701	Conduct an audience survey
<b>MET 8. Perform Training</b>	
PUBA-TRNG-3801	Facilitate lateral moves into the Public Affairs field

PA T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
PURPOSE . . . . .	3000	3-2
ADMINISTRATIVE NOTES . . . . .	3001	3-2
INDEX OF COLLECTIVE EVENTS BY FUNCTIONAL AREA . . . . .	3002	3-3
COLLECTIVE EVENTS . . . . .	3003	3-4

PA T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

**3000. PURPOSE.** This chapter includes all collective events. A collective event is an event that an established Public Affairs office would perform. These events are linked to a Service-Level Mission Essential Task (MET). This linkage tailors collective and individual training for the selected MET. Each collective event is composed of component events that provide the major actions required. This may be likely actions, list of functions, or procedures. Accomplishment and proficiency level required of component events are determined by the event standard.

**3001. ADMINISTRATIVE NOTES.** T&R events are coded for ease of reference. Each event has a 4-4-4 digit identifier. The first four digits represent the occupational field, "PUBA". The second four digits represent the functional or duty area. The last four digits represent the level, and identifier number of the event. The collective training events are only in the 3000 level. Every event has a unique identifier number from 001 to 999.

**3002. INDEX OF COLLECTIVE EVENTS BY FUNCTIONAL AREA**

<b>EVENT</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
	<b>ANALYSIS</b>	
PUBA-ANYS-3201	Monitor web site content	3-4
PUBA-ANYS-3601	Conduct media analysis	3-11
	<b>COORDINATION</b>	
PUBA-CORD-3202	Conduct broadcast operations	3-5
PUBA-CORD-3301	Support media requests	3-7
PUBA-CORD-3302	Manage media embed program	3-7
PUBA-CORD-3303	Coordinate media airlift	3-8
PUBA-CORD-3304	Coordinate a press briefing	3-8
PUBA-CORD-3401	Support community relations events	3-9
PUBA-CORD-3402	Facilitate volunteer opportunities	3-9
PUBA-CORD-3403	Conduct installation tours	3-10
PUBA-CORD-3404	Work with Peacetime Wartime Support Teams (PWST)	3-10
PUBA-CORD-3603	Facilitate media engagements and opportunities	3-12
	<b>DISSEMINATION</b>	
PUBA-DISS-3602	Transmit imagery	3-11
	<b>PLANNING</b>	
PUBA-PLAN-3101	Establish Public Affairs capabilities	3-4
	<b>PRODUCTION</b>	
PUBA-PROD-3203	Produce an internal print publication	3-6
PUBA-PROD-3204	Negotiate a commercial enterprise contract	3-6
PUBA-PROD-3701	Conduct an audience survey	3-12
	<b>TRAINING</b>	
PUBA-TRNG-3801	Facilitate lateral moves into the Public Affairs field	3-13

### 3003. COLLECTIVE EVENTS

**PUBA-PLAN-3101:** Establish Public Affairs capabilities

**SUPPORTED MET(S):** 1

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Establish the Public Affairs capabilities and how to best use them.

**CONDITION:** With the aid of references, given the commanders intent, and an operation or exercise.

**STANDARD:** To provide solutions based on manpower, equipment capabilities, environmental limitations, and logistics, in accordance with the references.

**REFERENCES:**

1. DoD Directive 3025.1 Military Support to Civil Authorities
  2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  3. DoD Directive 5410.18 Public Affairs Community Relations Policy
  4. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
  5. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
  6. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
  7. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
  8. MCO 5720.72 Procedures for Joint Public Affairs Operations
  9. MCO 5720.73 Marine Corps Aviation Support of the Community Relations Program Manual
  10. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
  11. MCWP 3-33.3 Marine Corps Public Affairs
  12. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
- 

**PUBA-ANYS-3201:** Monitor web site content

**SUPPORTED MET(S):** 2

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Monitor and review authorized Marine Corps websites, verifying releasable information and imagery.

**CONDITION:** With the aid of references, given a computer with internet access.

**STANDARD:** To ensure content is SAPP compliant, in accordance with the references.

**REFERENCES :**

1. DODD 5230.9 Clearance of DoD Information for Public Release
  2. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
  3. DoD Regulation 5400.7-R Freedom of Information Act
  4. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
  5. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
  6. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  7. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
- 

**PUBA-CORD-3202:** Conduct broadcast operations

**SUPPORTED MET(S):** 2

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Establish the capabilities of the broadcast section or detachment and personnel. Conduct operations, according to the mission and capabilities. Operations include all aspects of radio, electronic news gathering, and TV production.

**CONDITION:** With the aid of references, given the commanders intent, broadcast equipment and personnel.

**STANDARD:** To ensure all communication, production, and operations meet industry standards and is pertinent to the target audience, in accordance with the references.

**REFERENCES :**

1. DINFOS Broadcast Handbook
  2. DODD 5230.9 Clearance of DoD Information for Public Release
  3. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  4. DoD Regulation 5120.20-R Management and Operation of AFRTS
  5. DoD Regulation 5400.11-R Privacy Program
  6. DoD Regulation 5400.7-R Freedom of Information Act
  7. DoD Regulation 5500.7-R Joint Ethics Regulation
  8. MCBUL 1200 Military Occupational Specialty (MOS) Manual
  9. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
  10. MCO 5720.70 American Forces Information Service
  11. MCWP 3-33.3 Marine Corps Public Affairs
  12. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  13. AIRS Checklist for Public Affairs
  14. Associated Press Stylebook
  15. Unit SOP
-

**PUBA-PROD-3203:** Produce an internal print publication

**SUPPORTED MET(S):** 2

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce a print publication in order to assist the commanding officer in providing essential news and information to his command.

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and a computer, with applicable hardware and software.

**STANDARD:** To inform personnel and support the commander's information objectives, in accordance with the references.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
3. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
4. DoD Regulation 5400.11-R Privacy Program
5. DoD Regulation 5400.7-R Freedom of Information Act
6. DoD Regulation 5500.7-R Joint Ethics Regulation
7. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
8. MCO 5230.18 Clearance of Department of Defense Information for Public Release
9. MCO 5510.9 Security of Information for Public Release
10. MCO 5720.71 Joint Public Affairs Operations
11. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
12. MCO P5211.2B The Privacy Act of 1974
13. MCWP 3-33.3 Marine Corps Public Affairs
14. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
15. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
16. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
17. Associated Press Stylebook
18. Marine Corps News Style Guide
19. Webster's New World College Dictionary

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**PUBA-PROD-3204:** Negotiate a commercial enterprise contract

**SUPPORTED MET(S):** 2

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Internal publications are published with either appropriated funds or non-appropriated funds. When directed, public affairs officers should seek a commercial enterprise (C/E) publisher for their publication.

**CONDITION:** With the aid of references, given the commanders intent, a deadline, and a computer, with applicable hardware and software.

**STANDARD:** To ensure the publication size, content, and distribution concerns are met and the publisher provides adequate personnel and equipment to support the publication deadlines, advertising, layout and content concerns, in accordance with the references.

**REFERENCES:**

1. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
  4. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
  5. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
- 

**PUBA-CORD-3301:** Support media requests

**SUPPORTED MET(S):** 3

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Provide appropriate support to media requests for interviews, photo opportunities, broadcast video (b-roll), and fact checking.

**CONDITION:** With the aid of references, given the commander's intent, and a request.

**STANDARD:** In accordance with the commander's intent and references.

**REFERENCES:**

1. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
  2. MCO 5720.71 Joint Public Affairs Operations
  3. MCO 5720.72 Procedures for Joint Public Affairs Operations
  4. MCWP 3-33.3 Marine Corps Public Affairs
  5. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
- 

**PUBA-CORD-3302:** Manage media embed program

**SUPPORTED MET(S):** 3

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** News media representatives will be given access to U.S. military operations from the first stages through completion and subsequent post-operation activity. This authority comes from the commander but requests will generally come to the public affairs officer. PAO should make liaison with staff sections for logistical support to facilitate all

reasonable requests.

**CONDITION:** With the aid of references, given the commander's intent, and members of the media.

**STANDARD:** To allow media personnel to accompany Marine Units into an operational area, in accordance with the references.

**REFERENCES:**

1. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
  2. MCO 5720.71 Joint Public Affairs Operations
  3. MCO 5720.72 Procedures for Joint Public Affairs Operations
  4. MCWP 3-33.3 Marine Corps Public Affairs
  5. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
- 

**PUBA-CORD-3303:** Coordinate media airlift

**SUPPORTED MET(S):** 3

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Media airlifts may be used to familiarize the media with Marine Corps aviation operations or to provide conveyance to a story that is not available by commercial means.

**CONDITION:** With the aid of references, given an operation, exercise or event, interested media, and the commander's intent.

**STANDARD:** To ensure logistical, legal, and administrative concerns are resolved prior to conducting the airlift, in accordance with the commander's intent and references.

**REFERENCES:**

1. MCO 5720.73 Marine Corps Aviation Support of the Community Relations Program Manual
  2. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  3. Unit SOP
- 

**PUBA-CORD-3304:** Coordinate a press briefing

**SUPPORTED MET(S):** 3

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Coordinate the setup and execution of a press briefing or press conference.

**CONDITION:** With the aid of references, given the commander's intent, a scenario or event, a location, a podium, microphone, speakers and timeframe.

**STANDARD:** To present information and convey command messages, in accordance with commander's intent, public affairs guidance, mission objectives and references.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
  2. DoD Regulation 5400.11-R Privacy Program
  3. DoD Regulation 5400.7-R Freedom of Information Act
  4. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
  5. MCO 5720.71 Joint Public Affairs Operations
  6. MCO 5720.72 Procedures for Joint Public Affairs Operations
  7. MCO P5211.2B The Privacy Act of 1974
  8. MCWP 3-33.3 Marine Corps Public Affairs
  9. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
  10. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
- 

**PUBA-CORD-3401:** Support community relations events

**SUPPORTED MET(S):** 4

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Provide support for authorized community relations events.

**CONDITION:** With the aid of references, given the commander's intent, and a request to.

**STANDARD:** In accordance with commander's intent, and references.

**REFERENCES:**

1. DoD Directive 3025.1 Military Support to Civil Authorities
  2. DoD Directive 5410.18 Public Affairs Community Relations Policy
  3. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
  4. DoD Regulation 5500.7-R Joint Ethics Regulation
  5. MCWP 3-33.3 Marine Corps Public Affairs
- 

**PUBA-CORD-3402:** Facilitate volunteer opportunities

**SUPPORTED MET(S):** 4

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Identify and coordinate volunteer opportunities.

**CONDITION:** With the aid of references, given the commanders intent and access to appropriate databases.

**STANDARD:** To identify potential volunteer opportunities, ensuring event participation falls within Marine Corps guidelines and regulations and enter the appropriate information into the community relations database and respond to the request in a timely manner and in accordance with the commanders intent and references.

**REFERENCES:**

1. DoD Directive 5410.18 Public Affairs Community Relations Policy
  2. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
  3. DoD Regulation 5500.7-R Joint Ethics Regulation
  4. MCWP 3-33.3 Marine Corps Public Affairs
- 

**PUBA-CORD-3403:** Conduct installation tours

**SUPPORTED MET(S):** 4

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Conduct tours of the Marine Corps installation.

**CONDITION:** With the aid of references, given the commander's intent, and a request to.

**STANDARD:** In accordance with the commander's intent, local policies and references.

**REFERENCES:**

1. DoD Directive 3025.1 Military Support to Civil Authorities
  2. DoD Directive 5410.18 Public Affairs Community Relations Policy
  3. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
  4. DoD Regulation 5500.7-R Joint Ethics Regulation
  5. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
- 

**PUBA-CORD-3404:** Work with Peacetime Wartime Support Teams (PWST)

**SUPPORTED MET(S):** 4

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Identify local Peacetime Wartime Support Teams through coordinating with Marine Forces Reserve.

**CONDITION:** With the aid of references, given the commander's intent, and an operation or exercise.

**STANDARD:** To identify the PWST personnel and capabilities, coordinate the integration of the PWST per the commander's intent and the PWST capabilities, conduct an after action review and apply all lessons learned to future PWST

integration.

**REFERENCES:**

1. DoD Directive 5410.18 Public Affairs Community Relations Policy
  2. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
  3. DoD Regulation 5500.7-R Joint Ethics Regulation
  4. MCO 5720.73 Marine Corps Aviation Support of the Community Relations Program Manual
  5. MCWP 3-33.3 Marine Corps Public Affairs
  6. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
- 

**PUBA-ANYS-3601:** Conduct media analysis

**SUPPORTED MET(S):** 6

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Conduct media analysis to determine the impact and effectiveness of the PA Media campaign plan. The intent is to evaluate, interpret and analyze effects of media coverage of the Marine Corps.

**CONDITION:** With the aid of references, given the commander's intent, data, equipment and a timeline.

**STANDARD:** Of all media who reported on a particular event or press release, to determine the usefulness of the products provided, importance assigned the story by the various media, and value to the Marine Corps of specific information, in accordance with the references.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Unit SOP
- 

**PUBA-DISS-3602:** Transmit imagery

**SUPPORTED MET(S):** 6

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Transmit still or video imagery to major media outlets or to a central agency (clearing house) for subsequent dissemination. Transmission method depends on the situation.

**CONDITION:** With the aid of references, given the necessary equipment, a product, and the commander's intent.

**STANDARD:** To all intended recipient(s) within a timeframe established by the commander, and in accordance with the references.

**REFERENCES:**

1. MCO 5720.72 Procedures for Joint Public Affairs Operations
  2. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  3. Unit SOP
- 

**PUBA-CORD-3603:** Facilitate media engagements and opportunities

**SUPPORTED MET(S):** 6

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Facilitate media engagements and opportunities.

**CONDITION:** With the aid of references, given the commander's intent, and the opportunity or requirement.

**STANDARD:** Within a timeframe established by the commander, in accordance with the commanders intent, and references.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
2. Unit SOP

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** FEA tasks: D52, D53, D57, D58, D61, D65, D66, D77, D59 (provide), D72

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**PUBA-PROD-3701:** Conduct an audience survey

**SUPPORTED MET(S):** 7

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Conduct audience surveys to determine how well the command's message is reaching the desired (target) audience. Surveys provide essential input into maintaining a tight focus on how and where information is being directed.

**CONDITION:** With the aid of references, given the commander's intent and a timeframe.

**STANDARD:** To ensure the survey is specific in its focus and that each question gathers specific data, in accordance with the references.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
2. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations

3. Unit SOP

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**PUBA-TRNG-3801:** Facilitate lateral moves into the Public Affairs field

**SUPPORTED MET(S):** 8

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 24 months

**DESCRIPTION:** Determine if lateral move candidates can perform in the MOS and meets the minimum requirements.

**CONDITION:** With the aid of reference, given the commanders intent and a potential lateral mover.

**STANDARD:** To assess how well the candidate could operate in the occupational field and whether they meet the minimum standards, provide feedback to the occupational field sponsor and manpower, and maintain a record for reference until the candidate is either accepted into the field or another field, in accordance with the reference.

**REFERENCE:**

1. MCBUL 1200 Military Occupational Specialty (MOS) Manual
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PA T&R MANUAL

CHAPTER 4

INDIVIDUAL EVENTS

MOS 4302

	<u>PARAGRAPH</u>	<u>PAGE</u>
PURPOSE . . . . .	4000	4-2
ADMINISTRATIVE NOTES . . . . .	4001	4-2
INDEX OF INDIVIDUAL EVENTS . . . . .	4002	4-3
PUBLIC AFFAIRS 1000-LEVEL EVENTS . . . . .	4003	4-4
PUBLIC AFFAIRS 2000-LEVEL EVENTS . . . . .	4004	4-18

PA T&R MANUAL

CHAPTER 4

INDIVIDUAL EVENTS

MOS 4302

**4000. PURPOSE.** This chapter details the individual training events that pertain to MOS 4302, Public Affairs Officer. These events are linked to a service-level Mission Essential Tasks (MET). This linkage tailors individual training for the selected MET. Each individual event provides an event title, along with the conditions events will be performed under, and the standard to which the event must be performed to be successful.

**4001. ADMINISTRATIVE NOTES.** T&R events are coded for ease of reference. Each event has a 4-4-4-digit identifier. The first four digits represent the occupational field or military occupational specialty (i.e., PUBA, 4302, 4313). This chapter contains 4302 events. The second four digits represent the functional or duty area. The last four digits represent the level, and identifier number of the event. Every individual event has an identifier number from 001 to 999.

**4002. INDEX OF INDIVIDUAL EVENTS**

1. **PUBLIC AFFAIRS 1000-LEVEL EVENTS.** Public Affairs Officer individual events.

<b>EVENT</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
	<b>ANALYSIS</b>	
4302-ANYS-1201	Produce SAPP compliant products	4-4
	<b>COORDINATION</b>	
4302-CORD-1301	Determine the level of release authority	4-8
4302-CORD-1302	Conduct interview with external media	4-9
4302-CORD-1303	Escort media representatives	4-11
	<b>DISSEMINATION</b>	
4302-DISS-1304	Respond to query/correspondence	4-12
	<b>PRODUCTION</b>	
4302-PROD-1202	Write Stories	4-5
4302-PROD-1203	Write a release or advisory	4-6
4302-PROD-1204	Review newspapers/magazines	4-7
4302-PROD-1305	Produce a press kit	4-13
4302-PROD-1501	Develop command messages	4-13
4302-PROD-1502	Develop talking points	4-14
4302-PROD-1503	Produce Public Affairs Guidance (PAG)	4-15
4302-PROD-1601	Develop an Annex F (Public Affairs Operations)	4-16
	<b>TRAINING</b>	
4302-TRNG-1101	Provide media training	4-4

2. **PUBLIC AFFAIRS 2000-LEVEL EVENTS.** Public Affairs Officer individual events, that may be taught at follow on schools or MOJT.

<b>EVENT</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
	<b>COORDINATION</b>	
4302-CORD-2301	Conduct press briefing/conference	4-19
4302-CORD-2302	Coordinate Townhall meeting	4-20
4302-CORD-2401	Coordinate Center of Influence events	4-22
4302-CORD-2402	Coordinate an educators' workshop	4-23
	<b>PLANNING</b>	
4302-PLAN-2101	Produce Public Affairs campaign plan	4-18
	<b>PRODUCTION</b>	
4302-PROD-2201	Develop audience surveys	4-19
4302-PROD-2303	Embed media with operational units	4-21

#### 4003. PUBLIC AFFAIRS 1000-LEVEL EVENTS

**4302-TRNG-1101:** Provide media training

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Provide basic media training to commanders, unit spokespersons and SMEs prior to a media engagement (i.e. press conference, press briefing or interview). The level of required training depends on the situation and experience of those being trained.

**BILLETS:** Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, briefing equipment and an audience.

**STANDARD:** To ensure training is tailored to the unit/individual's needs and covers relevant current issues, within a timeframe established by the commander, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Download the Media Skills Training Guide from HQMC Public Affairs Intranet.
2. Tailor the training to the individual and the type of media event.
3. Conduct training.

**REFERENCES:**

1. MCO 5230.18 Clearance of Department of Defense Information for Public Release
  2. MCO 5510.9 Security of Information for Public Release
  3. MCO 5720.71 Joint Public Affairs Operations
  4. MCO 5720.72 Procedures for Joint Public Affairs Operations
  5. MCWP 3-33.3 Marine Corps Public Affairs
  6. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  7. Unit SOP
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**4302-ANYS-1201:** Produce SAPP compliant products

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Ensure products maintain Security, Accuracy, Propriety, and Policy compliance.

**BILLETS:** Community Relations, Internal Information, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a requirement to produce a product.

**STANDARD:** In performance step sequence, to ensure all released products meet SAPP requirements, prior to publication or release, in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify issues.
2. Review products for security, accuracy, propriety, and policy concerns.
3. Ask "Is this product classified?"
4. Ask "Is this product right"
5. Ask "Is the product proper"?
6. Ask "Is product in line with policy"?
7. Make corrections as necessary.

**REFERENCES:**

1. DODD 5040.5 Alteration of Official DoD Imagery
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
4. DoD Directive 5122.10 American Forces Information Service (AFIS)
5. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
6. DoD Directive 5410.18 Public Affairs Community Relations Policy
7. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
8. DoD Regulation 5120.20-R Management and Operation of AFRTS
9. DoD Regulation 5500.7-R Joint Ethics Regulation
10. JP 1-02 DOD Dictionary of Military and Associated Terms
11. JP 3-13 Joint Doctrine for Information Operations
12. JP 5-03.2 Joint Operation Planning and Execution System Vol II
13. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
14. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
15. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
16. MCO 5510.9 Security of Information for Public Release
17. MCO P5600.31G Marine Corps Publications and Printing Regulations
18. MCWP 3-33.3 Marine Corps Public Affairs
19. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
20. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
21. Associated Press Stylebook
22. Unit SOP
23. Webster's New World College Dictionary

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**4302-PROD-1202:** Write stories

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Write stories, editorials, commentaries, special interest articles, and sports.

**BILLETS:** Community Relations, Internal Information, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and a subject.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine type of product needed.
2. Determine Commanders Intent .
3. Determine Target Audience.
4. Determine the objective.
5. Write copy according to AP and Marine Corps style-guide.
6. Check for errors.
7. Submit story for review.
8. Review and check for errors in fact or style-guide errors
9. Submit story to editor or press chief for review and editing
10. Discuss changes.
11. Publish story.
12. Make changes.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
2. Associated Press Stylebook
3. Marine Corps News Style Guide
4. Unit SOP
5. Webster's New World College Dictionary

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Marines must learn different writing styles for their products in order to meet format, style, intended messages, markets, intent, and target audience.

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**4302-PROD-1203:** Write a release or advisory

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Write and produce press releases, media advisories, news releases, and fact sheets.

**BILLETS:** Community Relations, Internal Information, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and an operation or exercise.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the initial situation or event.
2. Determine commander's intent.
3. Coordinate with required and appropriate agencies.
4. Research and assemble current and background data.
5. Draft the proposed release/advisory.
6. Check for errors.
7. Submit for review.
8. Discuss changes.
9. Make changes.
10. Release the release or advisory.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
  5. Webster's New World College Dictionary
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**4302-PROD-1204:** Review newspapers/magazines

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Review a command newspaper/magazine in detail prior to publication. The review includes copy-editing, SAPP compliance, image quality and use, and overall aesthetics.

**BILLETS:** Internal Information, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and a newspaper or magazine.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Review all text for grammar, spelling and other style errors.
2. Mark with appropriate copy editing marks.

3. Evaluate the overall look of each page.

**REFERENCES:**

1. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
  2. MCO 5510.9 Security of Information for Public Release
  3. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
  4. MCWP 3-33.3 Marine Corps Public Affairs
  5. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  6. Associated Press Stylebook
  7. Marine Corps News Style Guide
  8. Unit SOP
  9. Webster's New World College Dictionary
- 

**4302-CORD-1301:** Determine the level of release authority

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** Determine the level of authority required to release of information.

**BILLETS:** Community Relations, Internal Information, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, and a product.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement for information release.
2. Determine the information required for release.
3. Compare information to release authority guidelines.
4. Determine the level of authority required for the release of the information.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 3025.1 Military Support to Civil Authorities
3. DoD Directive 3025.12 Military Assistance for Civil Disturbances
4. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
5. DoD Directive 5122.10 American Forces Information Service (AFIS)
6. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
7. DoD Directive 5400.13 Joint Public Affairs Operations
8. DoD Instruction 5230.29 Security and Policy Review of DoD Information for

- Public Release
9. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
  10. DoD Regulation 5400.11-R Privacy Program
  11. DoD Regulation 5400.7-R Freedom of Information Act
  12. DoD Regulation 5500.7-R Joint Ethics Regulation
  13. JOINT PUB 5-03.1 Joint Operational and Execution System
  14. JP 3-13 Joint Doctrine for Information Operations
  15. JP 5-03.2 Joint Operation Planning and Execution System Vol II
  16. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
  17. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
  18. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
  19. MCO 5230.18 Clearance of Department of Defense Information for Public Release
  20. MCO 5510.9 Security of Information for Public Release
  21. MCO 5720.70 American Forces Information Service
  22. MCO 5720.71 Joint Public Affairs Operations
  23. MCO 5720.72 Procedures for Joint Public Affairs Operations
  24. MCO P5211.2B The Privacy Act of 1974
  25. MCWP 3-33.3 Marine Corps Public Affairs
  26. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
  27. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  28. Unit SOP
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**4302-CORD-1302:** Conduct interview with external media

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** Interviews with external media are one method of informing the public and telling the Marine Corps story.

**BILLETS:** Community Relations, Internal Information, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, Public Affairs Guidance, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement for conducting a media interview.
2. Research the topic of the interview.
3. Determine if there is Public Affairs Guidance on the subject.
4. Determine command messages on the subject.
5. Rehearse the interview.
6. Conduct the interview.

**REFERENCES:**

1. Air Force Doctrine Document 2-5.4 Public Affairs Operations
2. Army Field Manual 46-1 Public Affairs Operations
3. DODD 5230.9 Clearance of DoD Information for Public Release
4. DoD Directive 3025.1 Military Support to Civil Authorities
5. DoD Directive 3025.12 Military Assistance for Civil Disturbances
6. DoD Directive 5122.10 American Forces Information Service (AFIS)
7. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
8. DoD Directive 5400.13 Joint Public Affairs Operations
9. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
10. DoD Directive 5410.18 Public Affairs Community Relations Policy
11. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
12. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
13. DoD Regulation 5400.11-R Privacy Program
14. DoD Regulation 5400.7-R Freedom of Information Act
15. DoD Regulation 5500.7-R Joint Ethics Regulation
16. JP 3-13 Joint Doctrine for Information Operations
17. JP 5-03.2 Joint Operation Planning and Execution System Vol II
18. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
19. MCO 5230.18 Clearance of Department of Defense Information for Public Release
20. MCO 5510.9 Security of Information for Public Release
21. MCO 5720.70 American Forces Information Service
22. MCO 5720.71 Joint Public Affairs Operations
23. MCO 5720.72 Procedures for Joint Public Affairs Operations
24. MCO P1020.34 Marine Corps Uniform Regulations
25. MCO P5211.2B The Privacy Act of 1974
26. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level
27. MCWP 3-33.3 Marine Corps Public Affairs
28. MCWP 3-40.4 MAGTF Information Operations
29. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
30. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
31. Unit SOP

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** A PAO will research a topic; review issues, concerns, PAG, target audience and intent, and present an interview that is articulate and well-spoken in order to present the desired information to the advantage of the Marine Corps.

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**4302-CORD-1303:** Escort media representatives

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** The Marine PAO escorts media representatives who have requested access to the facility, units, or personnel.

**BILLETS:** Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and a request for media access to a base or event.

**STANDARD:** In performance step sequence, within the assigned deadline, constantly maintaining positive control of the media representative and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement to facilitate media access.
2. Determine the level of access required to facilitate the request.
3. Determine the staff section(s) required to authorize the required access.
4. Coordinate access with the staff section(s).
5. Determine location to meet the media representatives.
6. Escort the media representatives according to the approved plan.
7. Ensure media representatives have departed military property at the conclusion of the escort.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 3025.1 Military Support to Civil Authorities
3. DoD Directive 3025.12 Military Assistance for Civil Disturbances
4. DoD Directive 5122.10 American Forces Information Service (AFIS)
5. DoD Directive 5400.13 Joint Public Affairs Operations
6. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
7. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
8. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
9. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
10. DoD Regulation 5400.11-R Privacy Program
11. DoD Regulation 5400.7-R Freedom of Information Act
12. DoD Regulation 5500.7-R Joint Ethics Regulation
13. JP 1-02 DOD Dictionary of Military and Associated Terms
14. JP 3-13 Joint Doctrine for Information Operations
15. JP 5-03.2 Joint Operation Planning and Execution System Vol II
16. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
17. MCO 5230.18 Clearance of Department of Defense Information for Public Release
18. MCO 5510.9 Security of Information for Public Release
19. MCO 5720.70 American Forces Information Service
20. MCO 5720.71 Joint Public Affairs Operations
21. MCO 5720.72 Procedures for Joint Public Affairs Operations
22. MCO P1020.34 Marine Corps Uniform Regulations
23. MCO P5211.2B The Privacy Act of 1974

- 24. MCWP 3-33.3 Marine Corps Public Affairs
  - 25. MCWP 3-40.4 MAGTF Information Operations
  - 26. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  - 27. Unit SOP
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**4302-DISS-1304:** Respond to query/correspondence

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Provide timely and accurate response to queries.

**BILLETS:** Community Relations, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a query/correspondence, the commander's intent, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine FOIA applicability.
2. Consult applicable Public Affairs Guidance.
3. Consult the unit's Freedom of Information Act authority if there is any doubt about FOIA applying.
4. Determine the appropriate level of response.
5. Develop an appropriate response.
6. Staff the response as necessary.
7. Maintain copies of the query and response.
8. Deliver the response as appropriate.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
3. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
4. DoD Regulation 5400.11-R Privacy Program
5. DoD Regulation 5400.7-R Freedom of Information Act
6. DoD Regulation 5500.7-R Joint Ethics Regulation
7. JP 1-02 DOD Dictionary of Military and Associated Terms
8. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
9. MCO 5230.18 Clearance of Department of Defense Information for Public Release
10. MCO 5510.9 Security of Information for Public Release
11. MCO 5720.70 American Forces Information Service
12. MCO 5720.71 Joint Public Affairs Operations
13. MCO 5720.72 Procedures for Joint Public Affairs Operations
14. MCO P5211.2B The Privacy Act of 1974

15. MCWP 3-33.3 Marine Corps Public Affairs
  16. SECNAVINST 5216.5 Naval Correspondence Manual
  17. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
  18. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  19. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
  20. Unit SOP
  21. Webster's New World College Dictionary
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**4302-PROD-1305:** Produce a press kit

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce press kits to assist in addressing a specific issue.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, commander's intent, a deadline, and an exercise or operation.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement to address an issue.
2. Research the issue.
3. Organize data.
4. Collate information into a package.
5. Provide the kit to media.
6. Maintain one hard copy on file.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
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**4302-PROD-1501:** Develop command messages

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** Command messages are key messages which help an organization communicate focused messages for a specific situation or event. Take into account the audience, issues, and communication methods. Do not make command messages generic.

**BILLETS:** Community Relations, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given an issue that could attract media attention, and the commander's intent, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Review the command guidance.
2. Research information pertaining to the event/topic.
3. Coordinate command messages with relevant staff sections.
4. Draft messages.
5. Distribute.
6. Gain final approval from Commander.

**REFERENCES:**

1. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
  2. JP 3-13 Joint Doctrine for Information Operations
  3. MCO 5720.71 Joint Public Affairs Operations
  4. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
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**4302-PROD-1502:** Develop talking points

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Talking points are used repeatedly in interviews, speeches, talk show appearances and debates. The strategy is to create a theme and make the idea a common assumption by sheer means of repetition.

**BILLETS:** Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, and an activity or issue that could attract media attention, a command message, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Research information pertaining to the event/topic.
2. Review the references and command guidance.
3. Draft.

4. Gain final approval from Commander.
5. Distribute.

**REFERENCES:**

1. DoD Directive 5400.13 Joint Public Affairs Operations
  2. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
  3. JP 3-13 Joint Doctrine for Information Operations
  4. MCO 5720.71 Joint Public Affairs Operations
  5. MCO 5720.72 Procedures for Joint Public Affairs Operations
  6. MCWP 3-40.4 MAGTF Information Operations
  7. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
  8. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  9. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
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**4302-PROD-1503:** Produce Public Affairs Guidance (PAG)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** PAG is normally a packet of information or messages to support the public discussion of defense issues and operations. It may contain public affairs policy, news statements, and answers to anticipated news media questions. The PAG also addresses the methods, timing, location, and other details governing the release of information. When issues are determined to have broader scope of interest than local level, Proposed Public Affairs Guidance (PPAG) will be generated locally and forwarded to the appropriate level for approval and dissemination.

**BILLETS:** Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commanders intent, a deadline, and an activity or issue that could attract media attention.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Review the references.
2. Research information pertaining to the event/topic.
3. Develop opening statement to provide general information on the issue/topic.
4. Develop anticipated questions/answers based on the event/topic.
5. Coordinate proposed Public Affairs Guidance with relevant staff sections and subordinate and adjacent commands, as appropriate.
6. Obtain final approval prior to publishing Public Affairs Guidance (PAG).

7. Publish Public Affairs Guidance.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
  2. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
  3. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
  4. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
  5. MCO 5230.18 Clearance of Department of Defense Information for Public Release
  6. MCO 5700.5 Development of Proposed Public Affairs Guidance
  7. MCWP 3-33.3 Marine Corps Public Affairs
  8. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
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**4302-PROD-1601:** Develop an Annex F (Public Affairs Operations)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Develop an Annex F (Public Affairs Operations) to an Operations Order.

**BILLETS:** Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given an Operations Order, the commander's intent, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Secure initial draft of the Operations Plan.
2. Cull relevant aspects of Op Plan.
3. Review references for drafting Annex Fs.
4. Determine whether NATO/DoD/USMC format is needed.
5. Write Draft Annex F.
6. Coordinate with adjacent and subordinate units prior to publishing.
7. Publish the Annex IAW the publication of the Op Order.
8. Distribute.

**REFERENCES:**

1. DoD Directive 5400.13 Joint Public Affairs Operations
2. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
3. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)

4. JP 3-13 Joint Doctrine for Information Operations
5. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
6. MARCORSYSCOM Desktop Procedures for Public Affairs
7. MCO 5720.71 Joint Public Affairs Operations
8. MCO 5720.72 Procedures for Joint Public Affairs Operations
9. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
10. MCWP 3-33.3 Marine Corps Public Affairs
11. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Annex F is developed according to DoD or Marine Corps regulations/formats and must be broad enough to encompass potential contingency operations and take into account personnel from other commands, services, and/or nations.

**4004. PUBLIC AFFAIRS 2000-LEVEL EVENTS**

**4302-PLAN-2101:** Produce Public Affairs campaign plan

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Establish a Public Affairs Campaign plan to provide a roadmap for Public Affairs strategy.

**BILLETS:** Public Affairs Officer

**GRADES:** CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given commander's intent, a deadline, and an exercise or operation.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the commander's intent.
2. Identify the target audience.
3. Determine constraints.
4. Identify available resources.
5. Develop command messages.
6. Utilize resources as appropriate.

**RELATED EVENTS:**

4302-PROD-1501

**REFERENCES:**

1. JOINT PUB 5-03.1 Joint Operational and Execution System
2. JP 1-02 DOD Dictionary of Military and Associated Terms
3. JP 3-13 Joint Doctrine for Information Operations
4. JP 5-03.2 Joint Operation Planning and Execution System Vol II
5. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
6. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
7. MCO 3104.1 Marine Corps Visual Information and Combat Camera Support Manual
8. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
9. MCO 5230.18 Clearance of Department of Defense Information for Public Release
10. MCO 5510.9 Security of Information for Public Release
11. MCO 5700.5 Development of Proposed Public Affairs Guidance
12. MCO 5720.70 American Forces Information Service
13. MCO 5720.71 Joint Public Affairs Operations
14. MCO 5720.72 Procedures for Joint Public Affairs Operations
15. MCO 5726.15 Marine Corps Band Support
16. MCO P5211.2B The Privacy Act of 1974
17. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level

18. MCWP 3-33.3 Marine Corps Public Affairs
  19. MCWP 3-40.4 MAGTF Information Operations
  20. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  21. Unit SOP
  22. Webster's New World College Dictionary
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**4302-PROD-2201:** Develop audience surveys

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Develop surveys in order to gather relevant information from a predetermined target audience.

**BILLETS:** Community Relations, Internal Information, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given an audience, a deadline, and a requirement.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Produce readership surveys at a minimum "every two years" according to SECNAVINST 5720.44b.
2. Determine the focus of effort.
3. Determine the questions.
4. Determine method of dissemination.
5. Determine the method of data analysis.
6. Determine how to apply the results.
7. Publish the results and intended action based on the results.
8. Maintain a copy of the survey until the next survey is conducted and completed.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. MCWP 3-33.3 Marine Corps Public Affairs
  3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
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**4302-CORD-2301:** Conduct press briefing/conference

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Delivering a statement to civilian and military media personnel to address issues pertaining to a specific event or situation.

**BILLETS:** Community Relations, Media, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a scenario or event, a deadline, a location, and the necessary equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine commander's intent.
2. Develop Public Affairs Guidance.
3. Produce Press kits.
4. Establish ground rules for media.
5. Establish ground rules for spokesperson.
6. Brief spokesperson.
7. Determine location.
8. Coordinate with appropriate staff agencies and units.
9. Determine Media for notification.
10. Issue Media Advisory.
11. Verify Media accreditation.
12. Identify PA moderator.
13. Identify Media escorts.
14. Conduct on-site walk through and rehearsal.
15. Provide feedback to spokesperson.
16. Provide press kits.
17. Conduct an after action review and determine lessons learned for next event.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Regulation 5400.11-R Privacy Program
3. DoD Regulation 5400.7-R Freedom of Information Act
4. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
5. MCO 5720.71 Joint Public Affairs Operations
6. MCO 5720.72 Procedures for Joint Public Affairs Operations
7. MCO P5211.2B The Privacy Act of 1974
8. MCWP 3-33.3 Marine Corps Public Affairs
9. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
10. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations

**SUPPORT REQUIREMENTS:**

**EQUIPMENT:** Podium, Microphone, Speakers

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**4302-CORD-2302:** Coordinate Townhall meeting

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Townhall meetings are opportunities for the commanding officer to communicate with the on-base community and sometimes with the off-base community. Townhall meetings provide the commander an opportunity to be proactive and interact directly with his community.

**BILLETS:** Public Affairs Officer

**GRADES:** CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and equipment and facilities.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the commander's intent.
2. Identify the target audience.
3. Identify the time and place.
4. Coordinate with appropriate agencies, units, and representatives.
5. Develop command messages.
6. Develop talking points.
7. Develop Q&A.
8. Conduct a pre-event site survey.
9. Establish rules of engagement.
10. Coordinate with media as necessary.
11. Conduct an after action review.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Regulation 5400.7-R Freedom of Information Act
3. MCO 5510.9 Security of Information for Public Release
4. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
5. Unit SOP

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Public affairs plays a significant role in townhall meetings. Depending upon location and your commander's discretion, the PA shop may setup and coordinate the planning and conduct of the event, while also providing the CO and staff with topics of discussion, possible responses, and command messages.

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**4302-PROD-2303:** Embed media with operational units

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** News media representatives will be given access to U.S. military operations from the first stages through completion and subsequent post-operation activity. This authority comes from the commander but

requests will generally come to the public affairs officer. PAO should make liaison with staff sections for logistical support to facilitate all reasonable requests.

**BILLETS:** Media, Public Affairs Officer

**GRADES:** CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given a requirement to embed media, media representatives, a deadline, and a participating unit.

**STANDARD:** In performance step sequence, in accordance with the commander's intent, and the references.

**PERFORMANCE STEPS:**

1. Determine the commander's intent.
2. Facilitate the EMBED process.
3. Apply lessons learned.
4. Analyze previous interaction with the media and its representatives.
5. Identify prospective media EMBEDS.
6. Identify units for EMBEDS.
7. Refer to after action reports on the EMBED program, the unit, and media.
8. Conduct media accreditation for the EMBEDS.
9. Coordinate an EMBED orientation with the unit(s).
10. Train media.
11. Determine an end-state.
12. Identify when the media is expected to detach.
13. Embed media.
14. Conduct an after-action review with the unit.
15. Draft lessons learned.
16. Conduct an after-action review with the media.

**REFERENCES:**

1. MCO 5230.18 Clearance of Department of Defense Information for Public Release
2. MCO 5510.9 Security of Information for Public Release
3. MCO 5720.71 Joint Public Affairs Operations
4. MCO 5720.72 Procedures for Joint Public Affairs Operations
5. MCWP 3-33.3 Marine Corps Public Affairs
6. MCWP 3-40.4 MAGTF Information Operations
7. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
8. Unit SOP

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**4302-CORD-2401:** Coordinate Center of Influence events

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Center of Influence events are designed to enhance recruiting efforts and educate attendees about the Marine Corps.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the annual requirement, the commander's intent, a deadline, and a location.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine commander's intent.
2. Determine the target audience.
3. Establish theme.
4. Develop command messages.
5. Coordinate guest speaker(s).
6. Coordinate logistic needs.
7. Acquire appropriate funding.
8. Conduct the Center of Influence Event.
9. Conduct an after action review.

**REFERENCES:**

1. DoD Directive 3025.1 Military Support to Civil Authorities
2. DoD Directive 5410.18 Public Affairs Community Relations Policy
3. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
4. DoD Regulation 5500.7-R Joint Ethics Regulation
5. MCO 5720.73 Marine Corps Aviation Support of the Community Relations Program Manual
6. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level

**SUPPORT REQUIREMENTS:**

**EQUIPMENT:** Computer terminal with appropriate database access, Telephone

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**4302-CORD-2402:** Coordinate an educators' workshop

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Educators workshops are designed to enhance recruiting efforts and teach educators the benefits of becoming a Marine.

**BILLETS:** Community Relations, Public Affairs Officer

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given an annual requirement, and the commander's intent.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine commander's intent.
2. Determine guest criteria.
3. Establish coordination timeline.
4. Identify needs.
5. Coordinate with appropriate commands and agencies.
6. Compile guest list.
7. Screen guest list.
8. Prioritize guest list.
9. Submit the list to higher HQ.
10. Publish when approved.
11. Provide necessary paperwork to guests.
12. Coordinate logistics.
13. Conduct an after action review.

**REFERENCES:**

1. DoD Directive 3025.1 Military Support to Civil Authorities
2. DoD Directive 5410.18 Public Affairs Community Relations Policy
3. DoD Instruction 5410.19 Armed Forces Participation in Public Events  
Supporting Community Relations Programs
4. DoD Regulation 5500.7-R Joint Ethics Regulation
5. MCWP 3-33.3 Marine Corps Public Affairs

**SUPPORT REQUIREMENTS:**

**EQUIPMENT:** Computer terminal with appropriate database access, Telephone

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PA T&R MANUAL

CHAPTER 5

INDIVIDUAL EVENTS

MOS 4313

	<u>PARAGRAPH</u>	<u>PAGE</u>
PURPOSE . . . . .	5000	5-2
ADMINISTRATIVE NOTES . . . . .	5001	5-2
INDEX OF INDIVIDUAL EVENTS . . . . .	5002	5-3
PUBLIC AFFAIRS 1000-LEVEL EVENTS . . . . .	5003	5-4
PUBLIC AFFAIRS 2000-LEVEL EVENTS . . . . .	5004	5-15

PA T&R MANUAL

CHAPTER 5

INDIVIDUAL EVENTS

MOS 4313

**5000. PURPOSE.** This chapter details the individual training events that pertain to MOS 4313, Broadcast Journalist. These events are linked to a service-level Mission Essential Tasks (MET). This linkage tailors individual training for the selected MET. Each individual event provides an event title, along with the conditions events will be performed under, and the standard to which the event must be performed to be successful.

**5001. ADMINISTRATIVE NOTES.** T&R events are coded for ease of reference. Each event has a 4-4-4-digit identifier. The first four digits represent the occupational field or military occupational specialty (i.e., PUBA, 4302, 4313). This chapter contains 4313 events. The second four digits represent the functional or duty area. The last four digits represent the level, and identifier number of the event. Every individual event has an identifier number from 001 to 999.

**5002. INDEX OF INDIVIDUAL EVENTS****1. PUBLIC AFFAIRS 1000-LEVEL EVENTS.** Broadcast Journalist individual events.

EVENT	DESCRIPTION	PAGE
	<b>ANALYSIS</b>	
4313-ANYS-1201	Produce SAPP compliant products	5-4
	<b>PRODUCTION</b>	
4313-PROD-1202	Narrate broadcast copy	5-5
4313-PROD-1203	Acquire video for broadcast products	5-5
4313-PROD-1204	Set up ENG lights/reflectors	5-6
4313-PROD-1205	Conduct ENG television interviews	5-7
4313-PROD-1206	Conduct in-studio television interviews	5-8
4313-PROD-1207	Conduct radio interviews	5-8
4313-PROD-1208	Conduct a stand-up	5-9
4313-PROD-1209	Produce a broadcast story	5-10
4313-PROD-1210	Modify products for release	5-10
4313-PROD-1211	Produce radio/TV readers	5-11
4313-PROD-1212	Produce a radio newscast	5-12
4313-PROD-1213	Host an AFRTS radio program	5-13
4313-PROD-1214	Produce radio/TV spots	5-14

**2. PUBLIC AFFAIRS 2000-LEVEL EVENTS.** Additional Broadcast Journalist individual events, taught at follow on schools or MOJT.

EVENT	DESCRIPTION	PAGE
	<b>PRODUCTION</b>	
4313-PROD-2201	Produce a non-narrative or limited narration broadcast story	5-15
4313-PROD-2202	Create graphics for broadcast products	5-15
4313-PROD-2203	Produce a television Newscast	5-16
4313-PROD-2204	Produce a live television program	5-17
4313-PROD-2205	Produce phoners/beepers	5-18

**5003. PUBLIC AFFAIRS 1000-LEVEL EVENTS**

**4313-ANYS-1201:** Produce SAPP compliant products

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Ensure products maintain Security, Accuracy, Propriety, and Policy compliance.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a requirement to produce a product.

**STANDARD:** In performance step sequence, to ensure all released products meet SAPP requirements, prior to publication or release, in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify issues.
2. Review products for security, accuracy, propriety, and policy concerns.
3. Ask "Is this product classified"?
4. Ask "Is this product right"?
5. Ask "Is the product proper"?
6. Ask "Is product in line with policy"?
7. Make corrections as necessary.

**REFERENCES:**

1. DODD 5040.5 Alteration of Official DoD Imagery
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
4. DoD Directive 5122.10 American Forces Information Service (AFIS)
5. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
6. DoD Directive 5410.18 Public Affairs Community Relations Policy
7. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
8. DoD Regulation 5120.20-R Management and Operation of AFRTS
9. DoD Regulation 5500.7-R Joint Ethics Regulation
10. JP 1-02 DOD Dictionary of Military and Associated Terms
11. JP 3-13 Joint Doctrine for Information Operations
12. JP 5-03.2 Joint Operation Planning and Execution System Vol II
13. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
14. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
15. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
16. MCO 5510.9 Security of Information for Public Release
17. MCO P5600.31G Marine Corps Publications and Printing Regulations
18. MCWP 3-33.3 Marine Corps Public Affairs
19. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations

20. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
  21. Associated Press Stylebook
  22. Unit SOP
  23. Webster's New World College Dictionary
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**4313-PROD-1202:** Narrate broadcast copy

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Narrating broadcast copy is reading aloud in a conversational tone, something written in a broadcast or conversational style.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a broadcast copy, a deadline, and broadcast equipment.

**STANDARD:** In performance step sequence, within the assigned deadline and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the type of narration.
2. Rehearse the copy by reading aloud.
3. Identify pronunciation concerns.
4. Mark copy for pauses, breathing, and words that need emphasis.
5. Use verbal transitions between stories.
6. Use proper speed, inflection, and tone appropriate to intended use of the narration.

**REFERENCES:**

1. DINFOS Broadcast Handbook
  2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  3. DoD Regulation 5120.20-R Management and Operation of AFRTS
  4. Unit SOP
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**4313-PROD-1203:** Acquire video for broadcast products

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Shoot video for news, feature, and sports stories for use in broadcast style products.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a target audience, an assignment, necessary video equipment, the commander's intent, and a deadline.

**STANDARD:** At least 10 seconds of video, in performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Arrange logistics.
2. Pack camera kit.
3. Conduct a site survey.
4. Identify your needs with the point of contact.
5. Acclimate the gear.
6. Conduct an inventory and operational gear check prior to departing.
7. Verify light source and set camera filter according to manual.
8. Verify shoot conditions, adjust if necessary.
9. Establish the shot.
10. Shoot a minimum of 10 seconds per shot.
11. Adjust tripod settings to allow for fluid and easy movement when recording pans and zooms.
12. Lock down the head when conducting interviews.
13. Shoot video.
14. Label your media.
15. Account for all gear and media.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
2. DoD Regulation 5120.20-R Management and Operation of AFRTS
3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
4. Unit SOP

**SUPPORT REQUIREMENTS:**

**EQUIPMENT:** Broadcast video camera, tripod, microphone, batteries, rain slicker (inclement weather), and ENG Lights.

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**4313-PROD-1204:** Set up ENG lights/reflectors

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** ENG lights and reflectors ensure interview subjects and the focal point of a shot well lit.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, necessary equipment and personnel.

**STANDARD:** So that the lighting provides sufficient illumination for the aperture and speed of the media, in performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine appropriate lighting method.
2. Setup lighting according to your needs and the environment.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. Unit SOP
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**4313-PROD-1205:** Conduct ENG television interviews

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** American Forces Network (AFN) detachments and other broadcast sections have opportunities daily to conduct and air interviews.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a topic, an interviewee, the commander's intent, a deadline, and necessary equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the objective.
2. Determine the type of interview and questioning technique.
3. Research the interview topic and interviewee's background.
4. Coordinate access to the interviewee.
5. Prepare questions based on interview objectives.
6. Ensure the equipment is operational.
7. Conduct the interview.
8. Quality check the recording prior to leaving the interview site.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  4. Unit SOP
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**4313-PROD-1206:** Conduct in-studio television interviews

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** American Forces Network (AFN) detachments have opportunities daily to conduct and air interviews.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a topic, the commander's intent, a deadline, and necessary equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the objective.
2. Determine the type of interview and questioning technique.
3. Research the interview topic and interviewee's background.
4. Coordinate access to the interviewee.
5. Prepare questions based on interview objectives.
6. Ensure the equipment is operational.
7. Conduct the interview.
8. Quality check the recording prior to leaving the interview site.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  4. Unit SOP
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**4313-PROD-1207:** Conduct radio interviews

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** American Forces Network (AFN) detachments have opportunities daily to conduct and air radio interviews. The interviews may be within the context of the radio newscast or within the locally produced radio programs.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a topic, an interviewee, the commander's intent, a deadline and necessary equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the objective.
2. Determine the type of interview and questioning technique.
3. Research the interview topic and interviewee's background.
4. Coordinate access to the interviewee.
5. Prepare questions based on interview objectives.
6. Ensure the equipment is operational.
7. Conduct the interview.
8. Quality check the recording prior to leaving the interview site.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  4. Unit SOP
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**4313-PROD-1208:** Conduct a stand-up

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Stand-ups are the journalist's opportunities, to explain or transition in a story while on camera. Stand-ups must be substantive and never used just as filler or because the reporter "should be on camera".

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a story assignment, a deadline, necessary equipment, lighting, a requirement to transition from one aspect of a story to another, and research.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the intent.
2. Apply good basic shooting and audio practices.
3. The standup must add something substantive to the story.
4. Record several takes.
5. Ensure compliance with SAPP concerns.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
2. DoD Regulation 5120.20-R Management and Operation of AFRTS

3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  4. Unit SOP
- 

**4313-PROD-1209:** Produce a broadcast story

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce a broadcast story - news, feature, and sports.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and necessary broadcast equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine focus.
2. Conduct the necessary research.
3. Gather necessary materials audio and video.
4. Review material ensuring it meets the minimum broadcast standards.
5. Check equipment operation and software settings. Adjust if necessary.
6. Begin editing.
7. Complete editing.
8. Review edited story.
9. Distribute story.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  4. Associated Press Stylebook
  5. Marine Corps News Style Guide
  6. Unit SOP
  7. Webster's New World College Dictionary
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**4313-PROD-1210:** Modify products for release

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Modify products for use in other internal broadcast programs or mediums and for use as external releases.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and appropriate equipment and software.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the requirement.
2. Determine whether the modification is for internal or external release.
3. Prepare a run sheet for b-roll.
4. Prepare a run sheet for a-roll.
5. Prepare a fact sheet.
6. Identify the target audience, runtime, and focus.
7. Prepare a script and proposed lead and tag.
8. Voice a script.
9. Produce the story.
10. Review the local Electronic Press Kit guidelines.
11. Submit external release material to PAO for review and releasing authority.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
  5. Webster's New World College Dictionary
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**4313-PROD-1211:** Produce radio/TV readers

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Write and produce radio and television readers to insert in automated programming and for use within live broadcasts.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, necessary equipment, and software.

**STANDARD:** In performance step sequence, within the assigned deadline, and a specified length of time, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the intended use.
2. Review proposed reader material.
3. Verify information.
4. Rewrite the information for broadcast ensuring compliance with local SOP.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  4. Associated Press Stylebook
  5. Marine Corps News Style Guide
  6. Unit SOP
  7. Webster's New World College Dictionary
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**4313-PROD-1212:** Produce a radio newscast

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce radio newscasts for use within the AFRTS/AFN daily operations.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commanders intent, a deadline, appropriate broadcast equipment and software.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the program's runtime.
2. Identify scope of coverage.
3. Identify order of precedence based on newsworthiness, impact, and commander's intent.
4. Identify information sources.
5. Research stories.
6. Write copy according to established guidelines for structure and time.
7. Provide copy to editor or producer for review.
8. Align content with public affairs initiatives.
9. Provide audio for review.
10. Assemble newscast.
11. Check runtime.
12. Verify possible changes/corrections to late breaking news.
13. Follow established production deadlines.
14. Allow for time to make corrections and include late breaking items.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
  4. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  5. Associated Press Stylebook
  6. Unit SOP
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**4313-PROD-1213:** Host an AFRTS radio program

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Develop and host an AFRTS/AFN radio program, in order to deliver command information, while also and informing and educating the target audience.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a radio program, a deadline, the necessary equipment and materials.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Organize the show material.
2. Conduct show preparation prior to going on air.
3. Rehearse announcements prior to opening the microphone.
4. Conduct an operational check of the studio.
5. Print out and maintain the show log.
6. Annotate changes.
7. Maintain one-on-one communication with the audience.
8. Review previous show logs.
9. Maintain appropriate audio levels.

**REFERENCES:**

1. DINFOS Broadcast Handbook
  2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  3. DoD Directive 5122.10 American Forces Information Service (AFIS)
  4. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
  5. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
  6. MCO 5510.9 Security of Information for Public Release
  7. MCO 5720.70 American Forces Information Service
  8. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  9. Unit SOP
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**4313-PROD-1214:** Produce radio/TV spots

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** For American Forces Network (AFN) detachments, spots and promos are potentially the best products for reaching your internal audience. These products are inserted into daily programming and run several times per day.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a distribution medium (base cable, AFN detachment, release authority to AFRTS), topic, commander's intent, a deadline, and equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the requirement.
2. Determine the intent, deadline, runtime, and other production needs.
3. Create a story board with a basic script outline.
4. Identify personnel, locations, and props.
5. Review all recorded material prior to final production.
6. Conduct a site survey of all locations.
7. Edit.
8. Review.
9. Produce.

**REFERENCES:**

1. DINFOS Broadcast Handbook
2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
3. DoD Regulation 5120.20-R Management and Operation of AFRTS
4. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Generally 15 seconds to 2-minutes long, these products touch on a variety of topics and in many ways. Knowing your target audience, equipment limitations, production capabilities, and commander's intent will help determine how the spots are best produced and scheduled.

**5004. PUBLIC AFFAIRS 2000-LEVEL EVENTS**

**4313-PROD-2201:** Produce a non-narrative or limited narration broadcast story

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce a story using few or no words to convey interest or emotion.

**BILLETS:** Broadcaster

**GRADES:** LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a distribution medium (base cable, AFN detachment, release authority to AFRTS), topic, commander's intent, a deadline, and equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Develop the focus and conduct research.
2. Prepare the subject matter expert.
3. Conduct site survey.
4. Re-evaluate commitment and determine adjustments.
5. Use wireless microphone on Subject Matter expert and/or other personnel they may be involved.
6. Ensure proper lighting, audio levels.
7. Shoot using a combination of basic and advanced shooting techniques.
8. Editing, using advanced production techniques.
9. Get story approved for release and airing.
10. Review for PA compliance.

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  2. DoD Regulation 5120.20-R Management and Operation of AFRTS
  3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  4. Associated Press Stylebook
  5. Marine Corps News Style Guide
  6. Webster's New World College Dictionary
- 

**4313-PROD-2202:** Create graphics for broadcast products

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Create graphics to enhance the message and intent of broadcast products.

**BILLETS:** Broadcaster

**GRADES:** LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given the references, commander's intent, a deadline, with the appropriate equipment, software and delivery vehicles.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the focus, commitment or key message in the broadcast product.
2. Identify the requirement
3. Choose the source.
4. Create the graphic according to established guidance for broadcast products.
5. Select text.
6. Utilize interior graphics.
7. Utilize over-the-shoulder graphics.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Unit SOP
  4. Webster's New World College Dictionary
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**4313-PROD-2203:** Produce a television Newscast

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** A Television newscast is a news program distributed over-the-air or via electronic means that provides command information to a target audience.

**BILLETS:** Broadcaster

**GRADES:** CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commanders intent, a deadline, appropriate equipment, software, and delivery vehicle.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the type of newscast, frequency of airing, runtime and production methods.
2. Know commander's intent.
3. Maintain contact with PAO, know PA initiatives.
4. Touch base with information sources regularly.

5. Establish a production schedule.
6. Establish production and submission guidance.
7. Organize the newscast.
8. Use leads and tags to bring the newscast together.
9. Include readers, Voice over Video (VOV), and Video over sound on tape (VOSOT) in the newscast.
10. Review the final rundown prior to going in the studio.
11. Discuss the script, intent and direction of the newscast with each host and director.
12. Record/produce newscast.
13. Final Review before airing - last check for quality control.
14. Ensure the set (program setting) is appropriate for program content.
15. Ensure the appearance of talent/host and guests are appropriate to the setting.
16. Ensure the content and talent; maintain an even tempo, flow, and rate.

**RELATED EVENTS:**

4313-PROD-2201	4313-PROD-2202	4313-PROD-1211
4313-PROD-1208	4313-PROD-1203	4313-PROD-1209
4313-PROD-1202	4313-PROD-1206	4313-PROD-1205
4313-PROD-1204		

**REFERENCES:**

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
2. DoD Regulation 5120.20-R Management and Operation of AFRTS
3. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
4. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
5. Associated Press Stylebook
6. Marine Corps News Style Guide
7. Unit SOP
8. Webster's New World College Dictionary

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**4313-PROD-2204:** Produce a live television program

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce a live television broadcast.

**BILLETS:** Broadcaster

**GRADES:** SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the commander's intent, a deadline, available timeslot, necessary broadcast equipment, a topic, target audience and personnel.

**STANDARD:** In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the intent.
2. Determine the runtime and timeslot.
3. Determine production needs.
4. Establish a timeline for pre-production, rehearsal, actual production and post production review.
5. Ensure all material maintains SAPP compliance.
6. Upon determining the need for a live broadcast, brief the staff and conduction an operations check on all necessary equipment.
7. Conduct the live program.
8. Review and provide an after action update for use in the next live program.

**REFERENCES:**

1. DINFOS Broadcast Handbook
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
4. DoD Directive 5400.13 Joint Public Affairs Operations
5. DoD Regulation 5120.20-R Management and Operation of AFRTS
6. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
7. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
8. Associated Press Stylebook
9. Marine Corps News Style Guide
10. Unit SOP
11. Webster's New World College Dictionary

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** American Forces Radio and Television stations have a requirement to produce scheduled live newscasts. Other opportunities exist with units that possess the appropriate equipment and have the opportunity to take advantage of special circumstances. With new technology, opportunities may become available for others to provide special programs and coverage enhancing PA topics and initiatives.

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**4313-PROD-2205:** Produce phoners/beepers

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce phoners or beepers as a quick and simple method of disseminating information.

**BILLETS:** Broadcaster

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the commander's intent, a story, and a method of voice communication.

**STANDARD:** Within a timeframe established by the commander and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the story subject, focus and intent.
2. Verify method to receive the sound bite or conduct the interview.
3. Double check the equipment and process.
4. Prepare the POC/journalist.
5. Provide any necessary instructions.
6. Upon completion, verify receipt of the material.
7. Verify that the content and quality meet all requirements.
8. Establish contact with the journalist or unit POC.
9. Select the sound bite/clip.
10. Edit/produce it according to the station SOP.

**REFERENCES:**

1. DINFOS Broadcast Handbook
2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
3. DoD Regulation 5120.20-R Management and Operation of AFRTS
4. Unit SOP
5. Webster's New World College Dictionary

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** It is not always practical nor possible to have a reporter forward deployed, attached to a unit or on location with the necessary gear to shoot and produce a story. Phoners/beepers open the door for more material and greater flexibility in the newscast when a journalist or other source can contact the news department and provide information through a phone interview or prepared sound bite. Wrappers consist of a recorded sound bite from an interview or sent from a forward field reporter. The broadcaster will write and record a story lead to set up a phoner or beeper and a tag or conclusion to end the wrapper. They are used within the context of a radio or TV newscast as a package or posted on websites.

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PA T&R MANUAL

CHAPTER 6

INDIVIDUAL EVENTS

MOS 4341

	<u>Paragraph</u>	<u>Page</u>
PURPOSE . . . . .	6000	6-2
ADMINISTRATIVE NOTES . . . . .	6001	6-2
INDEX OF INDIVIDUAL EVENTS . . . . .	6002	6-3
PUBLIC AFFAIRS 1000-LEVEL EVENTS. . . . .	6003	6-4
PUBLIC AFFAIRS 2000-LEVEL EVENTS. . . . .	6004	6-13

PA T&R MANUAL

CHAPTER 6

INDIVIDUAL EVENTS

MOS 4341

**6000. PURPOSE.** This chapter details the individual training events that pertain to MOS 4341, Combat Correspondent. An individual training standard is an event that a Combat Correspondent would perform at a unit. These events are linked to a collective event. This linkage tailors individual training for the selected collective event. Each individual training standard provides an event title, along with the conditions events will be performed under, and the standard to which the event will be performed to be successful.

**6001. ADMINISTRATIVE NOTES.** T&R events are coded for ease of reference. Each event has a 4-4-4-digit identifier. The first four digits represent the occupational field or military occupational specialty (i.e., PUBA, 4302, 4313). This chapter contains 4341 events. The second four digits represent the functional or duty area. The last four digits represent the level, and identifier number of the event. Every individual event has an identifier number from 001 to 999.

**6002. INDEX OF INDIVIDUAL EVENTS**

**1. PUBLIC AFFAIRS 1000-LEVEL EVENTS.** Combat Correspondent individual events taught during initial MOS formal school training.

EVENT	DESCRIPTION	PAGE
	<b>ANALYSIS</b>	
4341-ANYS-1201	Produce SAPP compliant products	6-4
	<b>DISSEMINATION</b>	
4341-DISS-1301	Respond to query/correspondence	6-11
	<b>PRODUCTION</b>	
4341-PROD-1202	Conduct interviews	6-5
4341-PROD-1203	Write stories	6-5
4341-PROD-1204	Shoot photographs	6-6
4341-PROD-1205	Write captions or cut-lines	6-7
4341-PROD-1206	Copy-edit print products	6-7
4341-PROD-1207	Write a release or advisory	6-8
4341-PROD-1208	Enhance and adjust still imagery	6-9
4341-PROD-1209	Modify Products for release	6-10
4341-PROD-1210	Shoot a Photo Essay/Photo Story	6-10

**2. PUBLIC AFFAIRS 2000-LEVEL EVENTS.** Additional Events for the Combat Correspondents, taught at follow on schools or MOJT.

EVENT	DESCRIPTION	PAGE
	<b>COORDINATION</b>	
4341-CORD-2301	Escort media representatives	6-17
4341-CORD-2302	Determine the level of release authority	6-18
4341-CORD-2303	Conduct interview with external media	6-19
4341-CORD-2401	Coordinate an educators' workshop	6-22
	<b>PLANNING</b>	
4341-PLAN-2101	Produce Public Affairs campaign plan	6-13
	<b>PRODUCTION</b>	
4341-PROD-2201	Edit a newspaper/magazine	6-14
4341-PROD-2202	Review newspapers/magazines	6-14
4341-PROD-2203	Produce phoners/beepers	6-15
4341-PROD-2204	Market Public Service Announcements	6-16
4341-PROD-2304	Produce a press kit	6-21
4341-PROD-2501	Develop command messages	6-23
4341-PROD-2502	Develop talking points	6-24
4341-PROD-2601	Develop an Annex F (Public Affairs Operations)	6-25
	<b>TRAINING</b>	
4341-TRNG-2305	Provide media training	6-22

**6003. PUBLIC AFFAIRS 1000-LEVEL EVENTS**

**4341-ANYS-1201:** Produce SAPP compliant products

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Ensure products maintain Security, Accuracy, Propriety, and Policy compliance.

**BILLETS:** Combat Correspondent, Community Relations, Internal Information, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a requirement to produce a product.

**STANDARD:** In performance step sequence, to ensure all released products meet SAPP requirements, prior to publication or release, in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify issues.
2. Review products for security, accuracy, propriety, and policy concerns.
3. Ask "Is this product classified"?
4. Ask "Is this product right"?
5. Ask "Is the product proper"?
6. Ask "Is product in line with policy"?
7. Make corrections as necessary.

**REFERENCES:**

1. DODD 5040.5 Alteration of Official DoD Imagery
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
4. DoD Directive 5122.10 American Forces Information Service (AFIS)
5. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
6. DoD Directive 5410.18 Public Affairs Community Relations Policy
7. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
8. DoD Regulation 5120.20-R Management and Operation of AFRTS
9. DoD Regulation 5500.7-R Joint Ethics Regulation
10. JP 1-02 DOD Dictionary of Military and Associated Terms
11. JP 3-13 Joint Doctrine for Information Operations
12. JP 5-03.2 Joint Operation Planning and Execution System Vol II
13. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
14. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
15. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
16. MCO 5510.9 Security of Information for Public Release
17. MCO P5600.31G Marine Corps Publications and Printing Regulations
18. MCWP 3-33.3 Marine Corps Public Affairs
19. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy &

- Regulations
20. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
  21. Associated Press Stylebook
  22. Unit SOP
  23. Webster's New World College Dictionary
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**4341-PROD-1202:** Conduct interviews

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Conduct interviews in support of the internal information program.

**BILLETS:** Combat Correspondent, Internal Information, Marketing & Public Affairs Representative (MPA), PA Chief

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of reference, given the commander's intent, an assignment and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the reference.

**PERFORMANCE STEPS:**

1. Determine the focus of the interview.
2. Identify the person(s) to be interviewed.
3. Arrange the time and place for the interview.
4. Conduct the interview.
5. Review material and follow up as necessary.
6. Maintain a record of the interview notes and questions.

**REFERENCE:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
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**4341-PROD-1203:** Write stories

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Write stories, editorials, commentaries, special interest articles, and sports.

**BILLETS:** Combat Correspondent, Community Relations, Internal Information, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and a subject.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine type of product needed.
2. Determine Commanders Intent .
3. Determine Target Audience.
4. Determine the objective.
5. Write copy according to AP and Marine Corps style-guide.
6. Check for errors.
7. Submit story for review.
8. Review and check for errors in fact or style-guide errors
9. Submit story to editor or press chief for review and editing
10. Discuss changes.
11. Publish story.
12. Make changes.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
2. Associated Press Stylebook
3. Marine Corps News Style Guide
4. Unit SOP
5. Webster's New World College Dictionary

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Marines must learn different writing styles for their products in order to meet format, style, intended messages, markets, intent, and target audience.

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**4341-PROD-1204:** Shoot photographs

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Shoot photographs.

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, photographic equipment, an assignment, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine appropriate equipment.

2. Operate the equipment with and without a flash.
3. Identify subject to photograph.
4. Take photos.
5. Record identifying information about subject.

**REFERENCES:**

1. DODD 5040.5 Alteration of Official DoD Imagery
2. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
3. Unit SOP

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**4341-PROD-1205:** Write captions or cut-lines

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Write captions or cut lines.

**BILLETS:** Combat Correspondent, Internal Information, PA Chief

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a photograph or illustration, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. View the image before writing a caption or cut-line.
2. Explain the action.
3. Name the principals.
4. Supply information that is not obvious.
5. Keep it simple.
6. Review for SAPP compliance.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
2. Associated Press Stylebook
3. Marine Corps News Style Guide
4. Unit SOP
5. Webster's New World College Dictionary

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**4341-PROD-1206:** Copy-edit print products

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Copy-edit print products for publication or release.

**BILLETS:** Combat Correspondent, Internal Information, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given an article or release, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Review the copy once prior to making any corrections.
2. Make corrections.
3. Mark copy clearly using approved copy-editing marks.
4. Review corrections and provide changes to the writer.
5. Verify changes were made appropriately.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
  5. Webster's New World College Dictionary
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**4341-PROD-1207:** Write a release or advisory

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Write and produce press releases, media advisories, news releases, and fact sheets.

**BILLETS:** Combat Correspondent, Community Relations, Internal Information, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and an operation or exercise.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the initial situation or event.
2. Determine commander's intent.

3. Coordinate with required and appropriate agencies.
4. Research and assemble current and background data.
5. Draft the proposed release/advisory.
6. Check for errors.
7. Submit for review.
8. Discuss changes.
9. Make changes.
10. Release the release or advisory.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
  5. Webster's New World College Dictionary
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**4341-PROD-1208:** Enhance and adjust still imagery

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Enhance and adjust still imagery prior to publication or release.

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given an image, a deadline, necessary equipment and software.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Evaluate the image for quality, creativity, propriety and security.
2. Determine how the image will be used.
3. Crop all unnecessary background from the photo.
4. Set your black and white levels.
5. Check your overall exposure.

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Print and electronic publications need well-shot and edited images. An image is rarely at it's best without any modifications even if it is minor cropping or color correction. Layout and design issues often require still images to be edited in some manner. Strong images tell their own story, enhance written stories, and draw attention.

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**4341-PROD-1209:** Modify Products for release

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Modify products for use in other internal broadcast programs or mediums and for use as external releases.

**BILLETS:** Combat Correspondent, Internal Information, Marketing & Public Affairs Representative (MPA), PA Chief

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and appropriate equipment and software.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the requirement.
2. Determine whether the modification is for internal or external release.
3. Prepare a run sheet for b-roll.
4. Prepare a run sheet for a-roll.
5. Prepare a fact sheet.
6. Identify the target audience, runtime, and focus.
7. Prepare a script and proposed lead and tag.
8. Voice a script.
9. Produce the story.
10. Review the local Electronic Press Kit guidelines.
11. Submit external release material to PAO for review and releasing authority.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
  5. Webster's New World College Dictionary
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**4341-PROD-1210:** Shoot a Photo Essay/Photo Story

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Shoot a photo essay for use in an internal publication. A photo essay is a more detailed look at a specific idea.

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, an assignment, and photographic equipment.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the theme/focus of the story.
2. Conduct preliminary research.
3. Perform a final equipment check.
4. Review your shoot plan.
5. Be comfortable in your surroundings.
6. Dress appropriately.
7. Operate within the event/situation.
8. Reevaluate your story objective.
9. Take a variety of shots.
10. Show your subject in their environment.
11. Use a variety of angles.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Unit SOP
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**4341-DISS-1301:** Respond to query/correspondence

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Provide timely and accurate response to queries.

**BILLETS:** Combat Correspondent, Community Relations, Internal Information, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given a query/correspondence, the commander's intent, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine FOIA applicability.
2. Consult applicable Public Affairs Guidance.
3. Consult the unit's Freedom of Information Act authority if there is any doubt about FOIA applying.
4. Determine the appropriate level of response.
5. Develop an appropriate response.
6. Staff the response as necessary.
7. Maintain copies of the query and response.
8. Deliver the response as appropriate.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
3. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty

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4. DoD Regulation 5400.11-R Privacy Program
5. DoD Regulation 5400.7-R Freedom of Information Act
6. DoD Regulation 5500.7-R Joint Ethics Regulation
7. JP 1-02 DOD Dictionary of Military and Associated Terms
8. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
9. MCO 5230.18 Clearance of Department of Defense Information for Public Release
10. MCO 5510.9 Security of Information for Public Release
11. MCO 5720.70 American Forces Information Service
12. MCO 5720.71 Joint Public Affairs Operations
13. MCO 5720.72 Procedures for Joint Public Affairs Operations
14. MCO P5211.2B The Privacy Act of 1974
15. MCWP 3-33.3 Marine Corps Public Affairs
16. SECNAVINST 5216.5 Naval Correspondence Manual
17. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
18. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
19. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
20. Unit SOP
21. Webster's New World College Dictionary

**6004. PUBLIC AFFAIRS 2000-LEVEL EVENTS**

**4341-PLAN-2101:** Produce Public Affairs campaign plan

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Establish a Public Affairs Campaign plan to provide a roadmap for Public Affairs strategy.

**BILLETS:** PA Chief

**GRADES:** SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given commander's intent, a deadline, and an exercise or operation.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the commander's intent.
2. Identify the target audience.
3. Determine constraints.
4. Identify available resources.
5. Develop command messages.
6. Utilize resources as appropriate.

**RELATED EVENT:**

4302-PROD-1501

**REFERENCES:**

1. JOINT PUB 5-03.1 Joint Operational and Execution System
2. JP 1-02 DOD Dictionary of Military and Associated Terms
3. JP 3-13 Joint Doctrine for Information Operations
4. JP 5-03.2 Joint Operation Planning and Execution System Vol II
5. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
6. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
7. MCO 3104.1 Marine Corps Visual Information and Combat Camera Support Manual
8. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
9. MCO 5230.18 Clearance of Department of Defense Information for Public Release
10. MCO 5510.9 Security of Information for Public Release
11. MCO 5700.5 Development of Proposed Public Affairs Guidance
12. MCO 5720.70 American Forces Information Service
13. MCO 5720.71 Joint Public Affairs Operations
14. MCO 5720.72 Procedures for Joint Public Affairs Operations
15. MCO 5726.15 Marine Corps Band Support
16. MCO P5211.2B The Privacy Act of 1974
17. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level

18. MCWP 3-33.3 Marine Corps Public Affairs
  19. MCWP 3-40.4 MAGTF Information Operations
  20. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  21. Unit SOP
  22. Webster's New World College Dictionary
- 

**4341-PROD-2201:** Edit a newspaper/magazine

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Design, layout, and edit a newspaper or magazine.

**BILLETS:** Combat Correspondent, Internal Information, PA Chief

**GRADES:** CPL, SGT, SSGT, GYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, desktop publishing software and equipment, stories, photographs and editorial content.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Establish a production timeline.
2. Set deadlines for initial and final submissions.
3. Determine the size, type, and other requirements of the publication.
4. Determine magazine design.
5. Create dummy pages.
6. Determine magazine layout.
7. Import text and photos.
8. Ensure all design elements meet industry and local standards.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
  5. Webster's New World College Dictionary
- 

**4341-PROD-2202:** Review newspapers/magazines

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Review a command newspaper/magazine in detail prior to publication. The review includes copy-editing, SAPP compliance, image

quality and use, and overall aesthetics.

**BILLETS:** Combat Correspondent, Internal Information, PA Chief

**GRADES:** CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and a newspaper or magazine.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Review all text for grammar, spelling and other style errors.
2. Mark with appropriate copy editing marks.
3. Evaluate the overall look of each page.

**REFERENCES:**

1. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
  2. MCO 5510.9 Security of Information for Public Release
  3. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
  4. MCWP 3-33.3 Marine Corps Public Affairs
  5. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  6. Associated Press Stylebook
  7. Marine Corps News Style Guide
  8. Unit SOP
  9. Webster's New World College Dictionary
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**4341-PROD-2203:** Produce phoners/beepers

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce phoners or beepers as a quick and simple method of disseminating information.

**BILLETS:** Combat Correspondent

**GRADES:** PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the commander's intent, a story, and a method of voice communication.

**STANDARD:** Within a timeframe established by the commander and in accordance with the references.

**PERFORMANCE STEPS:**

1. Identify the story subject, focus and intent.
2. Verify method to receive the sound bite or conduct the interview.
3. Double check the equipment and process.
4. Prepare the POC/journalist.
5. Provide any necessary instructions.
6. Upon completion, verify receipt of the material.
7. Verify that the content and quality meet all requirements.
8. Establish contact with the journalist or unit POC.
9. Select the sound bite/clip.
10. Edit/produce it according to the station SOP.

**REFERENCES:**

1. DINFOS Broadcast Handbook
2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
3. DoD Regulation 5120.20-R Management and Operation of AFRTS
4. Unit SOP
5. Webster's New World College Dictionary

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** It is not always practical nor possible to have a reporter forward deployed, attached to a unit or on location with the necessary gear to shoot and produce a story. Phoners/beepers open the door for more material and greater flexibility in the newscast when a journalist or other source can contact the news department and provide information through a phone interview or prepared sound bite. Wrappers consist of a recorded sound bite from an interview or sent from a forward field reporter. The broadcaster will write and record a story lead to set up a phoner or beeper and a tag or conclusion to end the wrapper. They are used within the context of a radio or TV newscast as a package or posted on websites.

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**4341-PROD-2204:** Market Public Service Announcements

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Market a radio, print, or television announcement that informs the public about Marine Corps related events.

**BILLETS:** Community Relations, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given the commander's intent, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the timeframe.
2. Determine the intent.
3. Determine the audience.
4. Determine target media.
5. Identify specific media for distribution.
6. Distribute PSAs.
7. Identify best distribution methods.
8. Track the distribution.
9. Monitor and track media for use.

**REFERENCES:**

1. MCWP 3-33.3 Marine Corps Public Affairs
  2. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  3. Associated Press Stylebook
  4. Marine Corps News Style Guide
  5. Unit SOP
  6. Webster's New World College Dictionary
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**4341-CORD-2301:** Escort media representatives

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** The Marine PAO escorts media representatives who have requested access to the facility, units, or personnel.

**BILLETS:** Combat Correspondent, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, a deadline, and a request for media access to a base or event.

**STANDARD:** In performance step sequence, within the assigned deadline, constantly maintaining positive control of the media representative and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement to facilitate media access.
2. Determine the level of access required to facilitate the request.
3. Determine the staff section(s) required to authorize the required access.
4. Coordinate access with the staff section(s).
5. Determine location to meet the media representatives.
6. Escort the media representatives according to the approved plan.
7. Ensure media representatives have departed military property at the conclusion of the escort.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release

2. DoD Directive 3025.1 Military Support to Civil Authorities
  3. DoD Directive 3025.12 Military Assistance for Civil Disturbances
  4. DoD Directive 5122.10 American Forces Information Service (AFIS)
  5. DoD Directive 5400.13 Joint Public Affairs Operations
  6. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
  7. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
  8. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
  9. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
  10. DoD Regulation 5400.11-R Privacy Program
  11. DoD Regulation 5400.7-R Freedom of Information Act
  12. DoD Regulation 5500.7-R Joint Ethics Regulation
  13. JP 1-02 DOD Dictionary of Military and Associated Terms
  14. JP 3-13 Joint Doctrine for Information Operations
  15. JP 5-03.2 Joint Operation Planning and Execution System Vol II
  16. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
  17. MCO 5230.18 Clearance of Department of Defense Information for Public Release
  18. MCO 5510.9 Security of Information for Public Release
  19. MCO 5720.70 American Forces Information Service
  20. MCO 5720.71 Joint Public Affairs Operations
  21. MCO 5720.72 Procedures for Joint Public Affairs Operations
  22. MCO P1020.34 Marine Corps Uniform Regulations
  23. MCO P5211.2B The Privacy Act of 1974
  24. MCWP 3-33.3 Marine Corps Public Affairs
  25. MCWP 3-40.4 MAGTF Information Operations
  26. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  27. Unit SOP
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**4341-CORD-2302:** Determine the level of release authority

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** Determine the level of authority required to release of information.

**BILLETS:** Media, PA Chief

**GRADES:** SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, and a product.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement for information release.
2. Determine the information required for release.
3. Compare information to release authority guidelines.
4. Determine the level of authority required for the release of the information.

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 3025.1 Military Support to Civil Authorities
3. DoD Directive 3025.12 Military Assistance for Civil Disturbances
4. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
5. DoD Directive 5122.10 American Forces Information Service (AFIS)
6. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
7. DoD Directive 5400.13 Joint Public Affairs Operations
8. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
9. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
10. DoD Regulation 5400.11-R Privacy Program
11. DoD Regulation 5400.7-R Freedom of Information Act
12. DoD Regulation 5500.7-R Joint Ethics Regulation
13. JOINT PUB 5-03.1 Joint Operational and Execution System
14. JP 3-13 Joint Doctrine for Information Operations
15. JP 5-03.2 Joint Operation Planning and Execution System Vol II
16. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
17. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
18. MCO 5100.27 Armed Forces Radio and Television Services (AFRTS)
19. MCO 5230.18 Clearance of Department of Defense Information for Public Release
20. MCO 5510.9 Security of Information for Public Release
21. MCO 5720.70 American Forces Information Service
22. MCO 5720.71 Joint Public Affairs Operations
23. MCO 5720.72 Procedures for Joint Public Affairs Operations
24. MCO P5211.2B The Privacy Act of 1974
25. MCWP 3-33.3 Marine Corps Public Affairs
26. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
27. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
28. Unit SOP

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**4341-CORD-2303:** Conduct interview with external media

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** Interviews with external media are one method of informing the public and telling the Marine Corps story.

**BILLETS:** Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, Public Affairs Guidance, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement for conducting a media interview.
2. Research the topic of the interview.
3. Determine if there is Public Affairs Guidance on the subject.
4. Determine command messages on the subject.
5. Rehearse the interview.
6. Conduct the interview.

**REFERENCES:**

1. Air Force Doctrine Document 2-5.4 Public Affairs Operations
2. Army Field Manual 46-1 Public Affairs Operations
3. DODD 5230.9 Clearance of DoD Information for Public Release
4. DoD Directive 3025.1 Military Support to Civil Authorities
5. DoD Directive 3025.12 Military Assistance for Civil Disturbances
6. DoD Directive 5122.10 American Forces Information Service (AFIS)
7. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
8. DoD Directive 5400.13 Joint Public Affairs Operations
9. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
10. DoD Directive 5410.18 Public Affairs Community Relations Policy
11. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
12. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
13. DoD Regulation 5400.11-R Privacy Program
14. DoD Regulation 5400.7-R Freedom of Information Act
15. DoD Regulation 5500.7-R Joint Ethics Regulation
16. JP 3-13 Joint Doctrine for Information Operations
17. JP 5-03.2 Joint Operation Planning and Execution System Vol II
18. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
19. MCO 5230.18 Clearance of Department of Defense Information for Public Release
20. MCO 5510.9 Security of Information for Public Release
21. MCO 5720.70 American Forces Information Service
22. MCO 5720.71 Joint Public Affairs Operations
23. MCO 5720.72 Procedures for Joint Public Affairs Operations
24. MCO P1020.34 Marine Corps Uniform Regulations
25. MCO P5211.2B The Privacy Act of 1974
26. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level
27. MCWP 3-33.3 Marine Corps Public Affairs
28. MCWP 3-40.4 MAGTF Information Operations
29. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
30. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations

31. Unit SOP

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** A PAO will research a topic; review issues, concerns, PAG, target audience and intent, and present an interview that is articulate and well-spoken in order to present the desired information to the advantage of the Marine Corps.

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**4341-PROD-2304:** Produce a press kit

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Produce press kits to assist in addressing a specific issue.

**BILLETS:** Community Relations, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, commander's intent, a deadline, and an exercise or operation.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine the requirement to address an issue.
2. Research the issue.
3. Organize data.
4. Collate information into a package.
5. Provide the kit to media.
6. Maintain one hard copy on file.

**REFERENCES:**

1. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  2. Associated Press Stylebook
  3. Marine Corps News Style Guide
  4. Unit SOP
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**4341-TRNG-2305:** Provide media training

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Provide basic media training to commanders, unit spokespersons and SMEs prior to a media engagement (i.e. press conference, press briefing or interview). The level of required training depends on the situation and

experience of those being trained.

**BILLETS:** Media, PA Chief

**GRADES:** SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, briefing equipment and an audience.

**STANDARD:** To ensure training is tailored to the unit/individual's needs and covers relevant current issues, within a timeframe established by the commander, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Download the Media Skills Training Guide from HQMC Public Affairs Intranet.
2. Tailor the training to the individual and the type of media event.
3. Conduct training.

**REFERENCES:**

1. MCO 5230.18 Clearance of Department of Defense Information for Public Release
  2. MCO 5510.9 Security of Information for Public Release
  3. MCO 5720.71 Joint Public Affairs Operations
  4. MCO 5720.72 Procedures for Joint Public Affairs Operations
  5. MCWP 3-33.3 Marine Corps Public Affairs
  6. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  7. Unit SOP
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**4341-CORD-2401:** Coordinate an educators' workshop

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Educators workshops are designed to enhance recruiting efforts and teach educators the benefits of becoming a Marine.

**BILLETS:** Community Relations, Marketing & Public Affairs Representative (MPA), PA Chief

**GRADES:** SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** With the aid of references, given an annual requirement, and the commander's intent.

**STANDARD:** In performance step sequence, within the assigned deadline, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Determine commander's intent.
2. Determine guest criteria.
3. Establish coordination timeline.
4. Identify needs.
5. Coordinate with appropriate commands and agencies.
6. Compile guest list.
7. Screen guest list.
8. Prioritize guest list.
9. Submit the list to higher HQ.
10. Publish when approved.
11. Provide necessary paperwork to guests.
12. Coordinate logistics.
13. Conduct an after action review.

**REFERENCES:**

1. DoD Directive 3025.1 Military Support to Civil Authorities
  2. DoD Directive 5410.18 Public Affairs Community Relations Policy
  3. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
  4. DoD Regulation 5500.7-R Joint Ethics Regulation
  5. MCWP 3-33.3 Marine Corps Public Affairs
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**4341-PROD-2501:** Develop command messages

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** Command messages are key messages which help an organization communicate focused messages for a specific situation or event. Take into account the audience, issues, and communication methods. Do not make command messages generic.

**BILLETS:** Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given an issue that could attract media attention, and the commander's intent, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Review the command guidance.
2. Research information pertaining to the event/topic.
3. Coordinate command messages with relevant staff sections.
4. Draft messages.
5. Distribute.
6. Gain final approval from Commander.

**REFERENCES:**

1. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
  2. JP 3-13 Joint Doctrine for Information Operations
  3. MCO 5720.71 Joint Public Affairs Operations
  4. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
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**4341-PROD-2502:** Develop talking points

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Talking points are used repeatedly in interviews, speeches, talk show appearances and debates. The strategy is to create a theme and make the idea a common assumption by sheer means of repetition.

**BILLETS:** Internal Information, Marketing & Public Affairs Representative (MPA), Media, PA Chief

**GRADES:** 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given the commander's intent, and an activity or issue that could attract media attention, a command message, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Research information pertaining to the event/topic.
2. Review the references and command guidance.
3. Draft.
4. Gain final approval from Commander.
5. Distribute.

**REFERENCES:**

1. DoD Directive 5400.13 Joint Public Affairs Operations
  2. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
  3. JP 3-13 Joint Doctrine for Information Operations
  4. MCO 5720.71 Joint Public Affairs Operations
  5. MCO 5720.72 Procedures for Joint Public Affairs Operations
  6. MCWP 3-40.4 MAGTF Information Operations
  7. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
  8. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations
  9. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
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**4341-PROD-2601:** Develop an Annex F (Public Affairs Operations)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Develop an Annex F (Public Affairs Operations) to an Operations Order.

**BILLETS:** PA Chief

**GRADES:** SGT, SSGT, GYSGT, MSGT, MGYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** With the aid of references, given an Operations Order, the commander's intent, and a deadline.

**STANDARD:** In performance step sequence, within the assigned deadline, without grammatical or spelling errors, and in accordance with the references.

**PERFORMANCE STEPS:**

1. Secure initial draft of the Operations Plan.
2. Cull relevant aspects of Op Plan.
3. Review references for drafting Annex Fs.
4. Determine whether NATO/DoD/USMC format is needed.
5. Write Draft Annex F.
6. Coordinate with adjacent and subordinate units prior to publishing.
7. Publish the Annex IAW the publication of the Op Order.
8. Distribute.

**REFERENCES:**

1. DoD Directive 5400.13 Joint Public Affairs Operations
2. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
3. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
4. JP 3-13 Joint Doctrine for Information Operations
5. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
6. MARCORSYSCOM Desktop Procedures for Public Affairs
7. MCO 5720.71 Joint Public Affairs Operations
8. MCO 5720.72 Procedures for Joint Public Affairs Operations
9. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
10. MCWP 3-33.3 Marine Corps Public Affairs
11. SECNAVINST 5720.44b Department of the Navy Public Affairs Policy & Regulations

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Annex F is developed according to DoD or Marine Corps regulations/formats and must be broad enough to encompass potential contingency operations and take into account personnel from other commands, services, and/or nations.

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14 Mar 07

## PA T&amp;R MANUAL

## APPENDIX A

## ACRONYMS AND ABBREVIATIONS

AFBS . . . . .	Air Force Broadcasting Service
ADSW . . . . .	Active Duty Special Work
AFRTS . . . . .	American Forces Radio and Television Network
AFN . . . . .	American Forces Network
AO. . . . .	Area of Operations
AOR . . . . .	Area of Responsibility
ASD . . . . .	Assistant Secretary of Defense
BRAC . . . . .	Base Realignments and Closure
C2 . . . . .	Command and Control
CA . . . . .	Civil Affairs
CC . . . . .	Combat Correspondent
CCD . . . . .	Charged-Coupled Device
CD . . . . .	Compact Disk
CE . . . . .	Commercial Enterprise
CG . . . . .	Character Generator
CJCS . . . . .	Chairman of the Joint Chiefs of Staff
CHINFO . . . . .	Chief of Information
CMC . . . . .	Commandant of the Marine Corps
CMO . . . . .	Civil-military Operations
CNO . . . . .	Chief of Naval Operations
CO . . . . .	Commanding Officer
COA . . . . .	Course of Action
COMREL . . . . .	Community Relations
CPAO . . . . .	Consolidated Public Affairs Office
CPIC . . . . .	Combined Press Information Center
CPX . . . . .	Command Post Exercise
COMCAM . . . . .	Combat Camera
CVIC . . . . .	Combat Visual Information Center
COMSEC . . . . .	communications security
COD . . . . .	Carrier Onboard Delivery
CONUS . . . . .	Continental United States
DIRPA . . . . .	Director of Public Affairs
DHS . . . . .	Department of Homeland Security
DINFOS . . . . .	Defense Information School
DJ . . . . .	Disk Jockey
DMC. . . . .	Defense Media Center
DOD . . . . .	Department of Defense
DON . . . . .	Department of Navy
DoD . . . . .	Department of Defense
DTH. . . . .	Direct to Home
DTS . . . . .	Direct to Sailor
DV . . . . .	Distinguished Visitor
EEFI . . . . .	Essential Elements of Friendly Information
ENG . . . . .	Electronic News Gathering
EPK . . . . .	Electronic Press Kit
EW . . . . .	Electronic Warfare
FAA . . . . .	Federal Aviation Administration

14 Mar 07

FMF . . . . . Fleet Marine Force  
 FMFM . . . . . Fleet Marine Force Manual  
 FHTNR . . . . . Fleet Home Town News Release  
 FOIA . . . . . Freedom of Information Act  
 FY . . . . . Fiscal Year  
 HQMC . . . . . Headquarters, Marine Corps  
 HDTV . . . . . High Definition Television  
 HIPPA . . . . . Health Insurance Portability and Accountability Act  
 IC . . . . . Interior Communications  
 IO . . . . . Information Operations  
 IRR . . . . . Individual Ready Reserve  
 JCCC . . . . . Joint Combat Camera Center  
 JCS . . . . . Joint Chiefs of Staff  
 JCOC . . . . . Joint Civilian Orientation Conference  
 JFC . . . . . Joint Force Commander  
 JIB . . . . . Joint Information Bureau  
 JO . . . . . Navy Journalist  
 JP . . . . . Joint Publication  
 JTF . . . . . Joint Task Force  
 LCD . . . . . Liquid Crystal Display  
 MAGTF . . . . . Marine air-ground task force  
 MARFORRES . . . . . Marine Forces Reserve  
 MCB . . . . . Marine Corps base  
 ENG . . . . . Electronic News Gathering  
 MCCS . . . . . Marine Corps Community Services  
 MCDP . . . . . Marine Corps Doctrinal Publication  
 MCO . . . . . Marine Corps Order  
 MCPP . . . . . Marine Corps Planning Process  
 MCWP . . . . . Marine Corps Warfighting Publication  
 MCTFS . . . . . Marine Corps Total Force System  
 MEF . . . . . Marine Expeditionary Force  
 MEU . . . . . Marine Expeditionary Unit  
 MEU(SOC) . . . . . Marine Expeditionary Unit (special operations capable)  
 MOJT . . . . . Managed on the Job Training  
 MOS . . . . . Military Occupational Specialty  
 MPAR . . . . . Marketing and Public Affairs Representative  
 MSC . . . . . Major Subordinate Command  
 MSE . . . . . Major Subordinate Element  
 MWR . . . . . Morale Welfare and Recreation  
 NCR . . . . . National Capital Region  
 NGO . . . . . Non-governmental Organizations  
 NLE . . . . . Non-linear Editing  
 NMR . . . . . News Media Representative  
 NVNS . . . . . Navy Visual News Service  
 OASD . . . . . Office of the Assistant Secretary of Defense  
 OCCFLD . . . . . Occupational Field  
 OCONUS . . . . . Outside the Continental United States  
 OI . . . . . Operating Instruction  
 OLA . . . . . Office of Legislative Affairs  
 OMFTS . . . . . Operational Maneuver from the Sea  
 OPLAN . . . . . Operational plans  
 ORF . . . . . Official Representation Funds  
 OPORD . . . . . Operation Order  
 OPSEC . . . . . Operations Security  
 PA . . . . . Public Affairs

14 Mar 07

PAG . . . . . Public Affairs Guidance  
PAO . . . . . Public Affairs Officer  
PC . . . . . Personal Computer  
PH . . . . . Photographers Mate  
PHI . . . . . Protected Health Information  
POC . . . . . Point of Contact  
PPAG . . . . . Proposed Public Affairs Guidance  
PSA . . . . . Public Service Announcement  
PSYOP. . . . . Psychological Operations  
RAID . . . . . Redundant Array of Independent Disks  
SATNET . . . . . Satellite Network  
SECNAVINST . . . . . Secretary of the Navy Instruction  
SOFA . . . . . Status of Forces Agreement  
SOP . . . . . Standard Operating Procedures  
SPMAGTF . . . . . Special-purpose Marine Air-Ground Task Force  
T-ASA . . . . . Television-Audio Support Activity  
TBC . . . . . Time Base Corrector  
TV . . . . . Television  
USMCCCA . . . . . United States Marine Corps Combat Correspondents Association  
USMCR . . . . . United States Marine Corps Reserve  
VCR . . . . . Videocassette Recorder  
VI . . . . . Visual Information  
VTC . . . . . Video Teleconference  
VTR . . . . . Videotape Recorder

PA T&R MANUAL

APPENDIX B

**TERMS AND DEFINITIONS**

Terms in this glossary are subject to change as applicable orders and directives are revised. Terms established by Marine Corps orders or directives take precedence after definitions found in Joint Pub 1-02, DOD Dictionary of Military and Associated Terms.

**A**

**After Action Review (AAR).** A professional discussion of training events conducted after all training to promote learning among training participants. The formality and scope increase with the command level and size of the training evolution. For longer exercises, they should be planned for at predetermined times during an exercise. The results of the AAR shall be recorded on an after action report and forwarded to higher headquarters. The commander and higher headquarters use the results of an AAR to reallocate resources, reprioritize their training plan, and plan for future training.

**Area of Operations (AO).** An operational area defined by the joint force commander for land and naval forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. (Joint Pub 1-02)

**C**

**Centralized Control.** In military operations, a mode of battlespace management in which one echelon of command exercises total authority and direction of all aspects of one or more warfighting functions. It is a method of control where detailed orders are issued and total unity of action is the overriding consideration. (MCRP 5-12C)

**Chaining.** A process that enables unit leaders to effectively identify subordinate collective events and individual events that support a specific collective event. For example, collective training events at the 4000-level are directly supported by collective events at the 3000-level. Utilizing the building block approach to progressive training, these collective events are further supported by individual training events at the 1000 and 2000-levels. When a higher-level event by its nature requires the completion of lower level events, they are "chained"; sustainment credit is given for all lower level events chained to a higher event.

**Collective Event.** A clearly defined, discrete, and measurable activity, action, or event (i.e., task) that requires organized team or unit performance and leads to accomplishment of a mission or function. A collective task is derived from unit missions or higher-level collective tasks. Task accomplishment requires performance of procedures composed of supporting collective or individual tasks. A collective task describes the exact performance a group must perform in the field under actual operational

conditions. The term "collective" does not necessarily infer that a unit accomplishes the event. A unit, such as a squad or platoon conducting an attack; may accomplish a collective event or, it may be accomplished by an individual to accomplish a unit mission, such as a battalion supply officer completing a reconciliation of the battalion's CMR. Thus, many collective events will have titles that are the same as individual events; however, the standard and condition will be different because the scope of the collective event is broader.

**Collective Training Standards (CTS).** Criteria that specify mission and functional area unit proficiency standards for combat, combat support, and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. CTS are found within collective training events in T&R manuals.

**Combat Data.** Data derived from reporting by operational units. (MCRP 5-12C)

**Combat Readiness Cycle.** The combat readiness cycle depicts the relationships within the building block approach to training. The combat readiness cycle progresses from T&R Manual individual core skills training, to the accomplishment of collective training events, and finally, to a unit's participation in a contingency or actual combat. The combat readiness cycle demonstrates the relationship of core capabilities to unit combat readiness. Individual core skills training and the training of collective events lead to unit proficiency and the ability to accomplish the unit's stated mission.

**Combat Readiness Percentage (CRP).** The CRP is a quantitative numerical value used in calculating collective training readiness based on the E-Coded events that support the unit METL. CRP is a concise measure of unit training accomplishments. This numerical value is only a snapshot of training readiness at a specific time. As training is conducted, unit CRP will continuously change.

**Combatant Command.** A unified or specified command with a broad continuing mission under a single commander established and so designated by the President through the Secretary of Defense and with the advice and assistance of Chairman of the Joint Chiefs of Staff. Combatant command typically have geographic or functional responsibilities. (Joint Pub 1-02)

**Command and Control (C2).** The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. (Joint Pub 1-02) The means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. (MCRP 5-12C)

**Command and Control Warfare (C2W).** The integrated use of operations security, military deception, psychological operations, electronic warfare, and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. (Joint Pub 2-0)

**Commander's Intent.** A commander's clear, concise articulation of the purpose(s) behind one or more tasks assigned to a subordinate. It is one of two parts of every mission statement, which guides the exercise of initiative in the absence of instructions. (MCRP 5-12C)

**Communications Security (COMSEC).** The protection resulting from all measures designed to deny unauthorized persons information of value, which might be derived from the possession, and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of such possession and study. (Joint Pub 1-02 extract)

**Component Events.** Component events are the major tasks involved in accomplishing a collective event. Listing these tasks guide Marines toward the accomplishment of the event and help evaluators determine if the task has been done to standard. These events may be lower-level collective or individual events that must be accomplished.

**Condition.** The condition describes the training situation or environment under which the training event or task will take place. Expands on the information in the title by identifying when, where, and why the event or task will occur and what materials, personnel, equipment, environmental provisions, and safety constraints must be present to perform the event or task in a real-world environment. Commanders can modify the conditions of the event to best prepare their Marines to accomplish the assigned mission (e.g. in a desert environment; in a mountain environment; etc...).

**Coordination.** The action necessary to ensure adequately integrated relationships between separate organizations located in the same area. Coordination may include such matters as fire support, emergency defense measures, area intelligence and other situations in which coordination is considered necessary. (MCRP 5-12C)

**Core Competency.** Core competency is the comprehensive measure of a unit's ability to accomplish its assigned MET. It serves as the foundation of the T&R Program. Core competencies are those unit core capabilities and individual core skills that support the commander's METL and T/O mission statement. Individual competency is exhibited through demonstration of proficiency in specified core tasks and core plus tasks. Unit proficiency is measured through collective tasks.

**Core Capabilities.** Core capabilities are the essential functions a unit must be capable of performing during extended contingency/combat operations. Core unit capabilities are based upon mission essential tasks derived from operational plans; doctrine and established tactics; techniques and procedures.

**Core Plus Capabilities.** Core plus capabilities are advanced capabilities that are environment, mission, or theater specific. Core plus capabilities may entail high-risk, high-cost training for missions that are less likely to be assigned in combat.

**Core plus skills.** Core plus skills are those advanced skills that are environment, mission, rank, or billet specific. 2000-level training is designed to make Marines proficient in core skills in a specific billet or at a specified rank at the combat ready level. 3000 - 8000-level training

produces combat leaders and fully qualified section members at the combat qualified level. Marines trained at the combat qualified level are those the commanding officer feels are capable of accomplishing unit-level missions and of directing the actions of subordinates. Many core plus tasks are learned via MOJT, while others form the base for curriculum in career level MOS courses taught by the formal school.

**Core Skills.** Core skills are those essential basic skills that "make" a Marine and qualify that Marine for an MOS. They are the 1000-level skills introduced in entry-level training at formal schools and refined in operational units.

## D

**Decentralized Control.** In military operations, a mode of battlespace management in which a command echelon may delegate some or all authority and direction for warfighting functions to subordinates. It requires careful and clear articulation of mission, intent, and main effort to unify efforts of subordinate leaders. (MCRP 5-12C)

**Deferred Event.** A T&R event that a commanding officer may postpone when in his or her judgment, a lack of logistic support, ammo, ranges, or other training assets requires a temporary exemption. CRP cannot be accrued for deferred "E-Coded" events.

**Delinquent Event.** An event becomes delinquent when a Marine or unit exceeds the sustainment interval for that particular event. The individual or unit must update the delinquent event by first performing all prerequisite events. When the unit commander deems that performing all prerequisite is unattainable, then the delinquent event will be re-demonstrated under the supervision of the appropriate evaluation authority.

## E

**E-Coded event.** An "E-Coded" event is a collective T&R event that is a noted indicator of capability or, a noted Collective skill that contributes to the unit's ability to perform the supported MET. As such, only "E-Coded" events are assigned a CRP value and used to calculate a unit's CRP.

**Evaluation.** Evaluation is a continuous process that occurs at all echelons, during every phase of training and can be both formal and informal. Evaluations ensure that Marines and units are capable of conducting their combat mission. Evaluation results are used to reallocate resources, reprioritize the training plan, and plan for future training.

**Event (training).** An event is a significant training occurrence that is identified, expanded and used as a building block and potential milestone for a unit's training. An event may include formal evaluations. An event within the T&R Program can be an individual training evolution, a collective training evolution or both. Through T&R events, the unit commander ensures that individual Marines and the unit progress from a combat capable status to a Fully Combat Qualified (FCQ) status.

**Event Component.** The major procedures (i.e., actions) that must occur to perform a collective event to standard.

## I

**Individual Readiness.** The individual training readiness of each Marine is measured by the number of individual events required and completed for the rank or billet currently held.

**Individual Training.** Training that applies to individual Marines. Examples include rifle qualifications and HMMWV driver licensing.

**Individual Training Standards (ITS).** Specifies training tasks and standards for each MOS or specialty within the Marine Corps. In most cases, once an MOS or community develops a T&R, the ITS order will be cancelled. However, most communities will probably fold a large portion of their ITS into their new T&R manual.

**Information Assurance (IA).** Information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and nonrepudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities. (JP 1-02)

## J

**Joint Force.** A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint force commander. (Joint Pub 1-02)

## M

**Marine Corps Combat Readiness and Evaluation System (MCCRES).** An evaluation system designed to provide commanders with a comprehensive set of mission performance standards from which training programs can be developed; and through which the efficiency and effectiveness of training can be evaluated. The Ground T&R Program will eventually replace MCCRES.

**Marine Corps Ground Training and Readiness (T&R) Program.** The T&R Program is the Marine Corps' primary tool for planning and conducting training, for planning and conducting training evaluation, and for assessing training readiness. The program will provide the commander with standardized programs of instruction for units within the ground combat, combat support, and combat service support communities. It consolidates the ITS, CTS, METL and other individual and unit training management tools. T&R is a program of standards that systematizes commonly accepted skills, is open to innovative change, and above all, tailors the training effort to the unit's mission. Further, T&R serves as a training guide and provides commanders an immediate assessment of unit combat readiness by assigning a CRP to key training events. In short, the T&R Program is a building block approach to training that maximizes flexibility and produces the best-trained Marines possible.

**Marine Corps Planning Process (MCPPE).** A six-step methodology which helps organize the thought processes of the commander and staff throughout the planning and execution of military operations. It focuses on the threat and is based on the Marine Corps philosophy of maneuver warfare. It capitalizes on the principle of unity of command and supports the establishment and maintenance of tempo. The six steps consist of mission analysis, course of

action development, course of action analysis, comparison/decision, orders development, and transition. Note: Tenets of the MCPP include top down planning, single battle concept, and integrated planning. (MCRP 5-12C)

**Mission Essential Task(s) MET(s).** A MET is a collective task in which an organization must be proficient in order to accomplish an appropriate portion of its wartime mission(s). MET listings are the foundation for the T&R manual; all events in the T&R manual support a MET.

**Mission Essential Task List (METL).** Descriptive training document that provides units a clear, war fighting focused description of collective actions necessary to achieve wartime mission proficiency. The service-level METL, that which is used as the foundation of the T&R manual, is developed using Marine Corps doctrine, Operational Plans, T/Os, UJTL, UNTL, and MCTL. For community based T&R manuals, an occupational field METL is developed to focus the community's collective training standards. Commanders develop their unit METL from the service-level METL, operational plans, contingency plans, and SOPs.

**Mission Performance Standards (MPS).** Criteria that specify mission and functional area unit proficiency standards for combat, combat support and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. MPS are contained within the MCCRES volumes. The MCCRES volumes are being replaced by T&R manuals. Collective Events will replace MPS.

O

**Operational Control (OPCON).** Transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority). Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish mission assigned to the command. Operational control should be exercised through the commanders or subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

**Operational Readiness (OR).** (DoD or NATO) OR is the capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness.

**Operations Security (OPSEC).** A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to: a. identify those actions that can be observed by

adversary intelligence systems; b. determine indicators that hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and c. select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (JP 1-02)

## P

**Performance Step.** Performance steps are included in the components of an individual T&R event. They are the major procedures (i.e., actions) a Marine unit must accomplish to perform an individual event to standard. They describe the procedure the task performer must take to perform the task under operational conditions and provide sufficient information for a task performer to perform the procedure (may necessitate identification of supporting steps, procedures, or actions in outline form). Performance steps follow a logical progression and should be followed sequentially, unless otherwise stated. Normally, performance steps are listed only for 1000-level individual events (those that are taught in the entry-level MOS school). Listing performance steps is optional if the steps are already specified in a published reference.

**Prerequisite Event.** Prerequisites are the academic training and/or T&R events that must be completed prior to attempting the event.

## R

**Readiness.** (DoD) Readiness is the ability of U.S. military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels: (a) Unit readiness--The ability to provide capabilities required by combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (b) Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

**Reach Back.** The ability to exploit resources, capabilities, expertise, etc..., not physically located in the theater or a joint operations area, when established. (MCRP 5-12C)

## S

**Situational Awareness.** Knowledge and understanding of the current situation which promotes timely, relevant and accurate assessment of friendly, enemy, and other operations within the battlespace in order to facilitate decision-making. An informational perspective and skill that foster an ability to determine quickly the context and relevance of events that are unfolding. (MCRP 5-12C)

**Standard.** A standard is a statement that establishes criteria for how well a task or learning objective must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced. For higher-level collective events, it describes why the event is being done and the desired end-state of the event. Standards become more

specific for lower-level events and outline the accuracy, time limits, sequencing, quality, product, process, restrictions, etc., that indicate the minimum acceptable level of performance required of the event. At a minimum, both collective and individual training standards consist of a task, the condition under which the task is to be performed, and the evaluation criteria that will be used to verify that the task has been performed to a satisfactory level.

**Sustainment Training.** Periodic retraining or demonstration of an event required maintaining the minimum acceptable level of proficiency or capability required to accomplish a training objective. Sustainment training goes beyond the entry-level and is designed to maintain or further develop proficiency in a given set of skills.

**Systems Approach to Training (SAT).** An orderly process for analyzing, designing, developing, implementing, and evaluating a unit's training program to ensure the unit, and the Marines of that unit acquire the knowledge and skills essential for the successful conduct of the unit's wartime missions.

## T

**Tempo.** The relative speed and rhythm of military operations over time. (MCRP 5-12C)

**Training Task.** This describes a direct training activity that pertains to an individual Marine. A task is composed of 3 major components: a description of what is to be done, a condition, and a standard.

**Training Plan.** Training document that outlines the general plan for the conduct of individual and collective training in an organization for specified periods of time.

## U

**Unit CRP.** Unit CRP is a percentage of the E-Coded collective events that support the unit METL accomplished by the unit. Unit CRP is the average of all MET CRP.

**Unit Evaluation.** All units in the Marine Corps must be evaluated, either formally or informally, to ensure they are capable of conducting their combat mission. Informal evaluations should take place during all training events. The timing of formal evaluations is critical and should, when appropriate, be directly related to the units' operational deployment cycle. Formal evaluations should take place after the unit has been staffed with the majority of its personnel, has had sufficient time to train to individual and collective standards, and early enough in the training cycle so there is sufficient time to correctly identified weaknesses prior to deployment. All combat units, and units task organized for combat require formal evaluations prior to operational deployments.

**Unit Training Management (UTM).** Unit training management is the use of the SAT and Marine Corps training principles in a manner that maximizes training results and focuses the training priorities of the unit on its wartime mission. UTM governs the major peacetime training activity of the Marine Corps and applies to all echelons of the Total Force.

**W**

**Waived Event.** An event that is waived by a commanding officer when in his or her judgment, previous experience or related performance satisfies the requirement of a particular event.

## PA T&amp;R MANUAL

## APPENDIX C

## REFERENCES

PUBLICATION ID	TITLE
<b>A</b>	
	AIRS Checklist for Public Affairs
DoDD 5040.5	Alteration of Official DoD Imagery
MCO 5720.70	American Forces Information Service
DoDD 5122.10	American Forces Information Service (AFIS)
DoD Instruction 5410.19	Armed Forces Participation in Public Events Supporting Community Relations Programs
DoDD 5120-20	Armed Forces Radio and Television Service (AFRTS)
MCO 5100.27	Armed Forces Radio and Television Services (AFRTS)
	Associated Press Stylebook
<b>C</b>	
MCO 5230.18	Clearance of Department of Defense Information for Public Release
DoDD 5230.9	Clearance of DoD Information for Public Release
DoDD 5410.14	Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
<b>D</b>	
DoD Instruction 5435.2	Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes
MCO 5720.74	Department of Defense Newspapers, Magazines and Civilian Publications
SECNAVINST 5720.42	Department of the Navy Freedom of Information Act Program
SECNAVINST 5720.47	Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
SECNAVINST 5720.44b	Department of the Navy Public Affairs Policy & Regulations
MCO 5700.5	Development of Proposed Public Affairs Guidance
Joint Pub 3-61	Doctrine for Public Affairs in Joint Operations
DoDD 5525.5	DoD Cooperation with Civilian Law Enforcement Officials
JP 1-02	DoD Dictionary of Military and Associated Terms
DoD Instruction 5120.4	DoD Newspapers, Magazines and Civilian Enterprise Publications
<b>F</b>	
DoD Regulation 5400.7-R	Freedom of Information Act

<b>I</b>	
DoD Instruction 5505.10	Investigation of Non-combat Deaths of Active Duty Members of the Armed Forces
<b>J</b>	
JP 3-13	Joint Doctrine for Information Operations
DoD Regulation 5500.7-R	Joint Ethics Regulation
JP 5-03.2	Joint Operation Planning and Execution System Vol II
JOINT PUB 5-03.1	Joint Operational and Execution System
DoDD 5400.13	Joint Public Affairs Operations
MCO 5720.71	Joint Public Affairs Operations
<b>M</b>	
MCWP 3-40.4	MAGTF Information Operations
DoD Regulation 5120.20-R	Management and Operation of AFRTS
	MARCORSYSCOM Desktop Procedures for Public Affairs
MCO 5720.73	Marine Corps Aviation Support of the Community Relations Program Manual
MCO 5726.15	Marine Corps Band Support
MCO P1070.12K	Marine Corps Individual Records Administration Manual
	Marine Corps News Style Guide
MCWP 3-33.3	Marine Corps Public Affairs
MCO P5600.31	Marine Corps Publications and Printing Regulations
MCO P1020.34	Marine Corps Uniform Regulations
MCO 3104.1	Marine Corps Visual Information and Combat Camera Support Manual
DoDD 3025.12	Military Assistance for Civil Disturbances
MCO P1200.7	Military Occupational Specialty (MOS) Manual
DoDD 3025.1	Military Support to Civil Authorities
<b>N</b>	
SECNAVINST 5216.5	Naval Correspondence Manual
DoDD 5230.16	Nuclear Accident and Incident Public Affairs Guidance (PAG)
<b>P</b>	
DoD Regulation 5400.11-R	Privacy Program
MCO 5720.72	Procedures for Joint Public Affairs Operations
DoDD 5410.18	Public Affairs Community Relations Policy
Air Force Doctrine Document 2-5.4	Public Affairs Operations
Army Field Manual 46-1	Public Affairs Operations
<b>R</b>	
DD Form 2536	Request for Armed Forces Participation in Public Events

DD Form 2535	Request for Military Aerial Support
<b>S</b>	
MCO 5510.9	Security of Information for Public Release
	SOP Local Standing Operating Procedures
MCO P5720.75	Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level
<b>T</b>	
	T/E Checklist Training and Education Checklist
MCO P5211.2	The Privacy Act of 1974
<b>W</b>	
	Webster's New World College Dictionary
MARADMIN 094/99	World Wide Web Site Compliancy Assessment